

MULLANEY

8/16/2017

UNITED STATES BANKRUPTCY COURT

SOUTHERN DISTRICT OF NEW YORK

CASE NO. 16-13607(SMB)

IN RE:

WONDERWORK, INC.,

Debtor.

INTERVIEW of BRIAN MULLANEY

VOLUME I

August 16, 2017

New York, New York

Reported by: Arielle Santos

Job No. 19384

<p style="text-align: right;">Page 2</p> <p>1 INTERVIEW of BRIAN MULLANEY, before S. 2 Arielle Santos, Registered Professional Reporter, 3 Certified Shorthand Reporter, Certified LiveNote 4 Reporter and Notary Public, taken at the offices 5 of Loeb & Loeb, 345 Park Avenue, New York, NY 6 on Wednesday August 16, 2017, at 1:00 p.m. 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p>	<p style="text-align: right;">Page 4</p> <p>1 2 INDEX 3 BRIAN MULLANEY 6 4 BY MR. CURCHACK 6 5 6 7 EXHIBITS MARKED - ATTACHED 8 Exhibit 1, WonderWork Measuring 126 9 Effectiveness Policy, Bates 10 0070025 11 Exhibit 2, e-mail, dated December 18, 128 12 2011, Bates 0246343 13 Exhibit 3, e-mail, dated February 12, 129 14 2016, Bates 0070023 15 Exhibit 4, e-mail, Bates 0254693 132 16 Exhibit 5, e-mail, Bates 0020577 212 17 Exhibit 6, e-mail, Bates 0020580 218 18 Exhibit 7, e-mail, Bates 0020512 221 19 Exhibit 8, letter, dated April 7, 2017, 227 20 on WonderWork stationery 21 Exhibit 9, package of three 233 22 solicitations 23 Exhibit 10, solicitation packages 246 24 Exhibit 11, e-mail, October 21st, Bates 251 25 40124 and 40125</p>
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1 BRIAN MULLANEY - VOLUME I
2 BRIAN MULLANEY, One Sumner Lane,
3 Belmont, Massachusetts, interviewed as
4 follows:

5
6 INTERVIEW
7 BY MR. CURCHACK:

8 Q Good afternoon. My name is
9 Walter Curchack. I represent Jason
10 Lilien, who is with us in the room
11 today. Jason is the court-appointed
12 examiner, as you know, for WonderWork,
13 Inc.

14 I will be asking you a
15 series of questions. The reporter
16 will be taking down your answers.

17 While this interview is not
18 under oath, we do, of course, expect
19 you to tell the truth.

20 Do you understand that?

21 A Yes.

22 Q Because the reporter is
23 taking notes, please make your answers
24 verbal. No nodding, things like that,
25 so she can get it down.

1 BRIAN MULLANEY - VOLUME I
2 hesitate to ask me to restate it or
3 clarify something.

4 A Sure.

5 Q At some time, if you -- if
6 something comes to your mind, if you
7 want to revise your answer, you think
8 of something you didn't remember
9 before, just say so and we will put it
10 on the record.

11 A Okay.

12 Q We will be taking breaks,
13 but before I need one, if you need
14 one, just ask, and when we get to a
15 convenient stopping point, we will do
16 that.

17 A Thank you.

18 Q Could you please state your
19 full name and address for the record,
20 please.

21 A Brian Mullaney, One Sumner
22 Lane, Belmont, Massachusetts.

23 Q Are you feeling okay today?

24 A Yeah, I feel great.

25 Q Did you prepare for this

1 BRIAN MULLANEY - VOLUME I

2 A Sure.

3 Q And also with me today is my
4 colleague Bethany Simmons and Mr.
5 Lilien is noted and Gary Polkowitz,
6 who is the firm Goldin Associates, and
7 with you is Len Trivigno from Carter
8 Ledyard.

9 I am going to be asking you
10 most of the questions today, but
11 because of the informal nature of
12 this, Jason will have questions, I am
13 sure, from time to time, and there are
14 a couple of financial things where
15 Gary may ask, but not like a usual
16 deposition.

17 A Sure.

18 Q I just want to alert you to
19 that so you understand.

20 A Sure.

21 Q A couple of other
22 housekeeping matters. Please wait for
23 me to finish asking the question
24 before you answer. At some point you
25 don't understand the question, don't

1 BRIAN MULLANEY - VOLUME I
2 interview with anybody?

3 A I sat with Len for an hour
4 to talk about what to expect, and
5 that's about it.

6 Q Okay.

7 Did you discuss with any of
8 the other WonderWork employees who we
9 have spoken to what we discussed with
10 them?

11 A Not in detail. I saw Hana
12 today and asked her how it went and I
13 saw Karen Lazarus and asked her how it
14 went and I haven't talked to anyone
15 else.

16 Q Did you review any documents
17 in preparation for today?

18 A No.

19 Q Okay.

20 Could you please tell us
21 about your education.

22 A Sure. I went to Belmont
23 Hill School in Boston for high school,
24 and then I went to Harvard College and
25 graduated with a degree in business

1 BRIAN MULLANEY - VOLUME I
2 economics in 1983.

3 Q Okay.

4 What did you major --
5 business economics, you said.

6 Did you do any graduate
7 work?

8 A No.

9 Q Have you ever taken any
10 postcollege professional
11 certifications or --

12 A No.

13 Q -- continuing education?

14 A No. It took me six years to
15 get my four-year degree, so that was
16 enough.

17 Q And what was your first job
18 after graduating from college?

19 A I came to Manhattan and
20 worked for Young & Rubicam
21 Advertising.

22 Q And what did you do there?

23 A I was a copy trainee.

24 Q What does that mean?

25 A It means I was a creative --

1 BRIAN MULLANEY - VOLUME I
2 for any non-profits during that
3 period?

4 A I did some work for
5 United -- you mean through J. Walter
6 Thompson?

7 Q Yes.

8 A Because --

9 Q Let's start professionally.

10 A Yeah.

11 Q Clients, non-profit?

12 A Yeah, at Young & Rubicam, I
13 did some work for the United Way, for
14 the internal fundraising at Y&R. When
15 I was at J. Walter Thompson, I
16 volunteered and did work for the
17 Andrew Glover Foundation down on the
18 Lower Eastside. It's an alternative
19 sentencing program. And did work for
20 Church of Our Savior. It's a church
21 on Park Avenue and 39th Street.

22 Q What was the nature of that
23 work?

24 A You are going up to J.
25 Walter?

1 BRIAN MULLANEY - VOLUME I
2 I was a writer, and I learned how to
3 write, print ads and TV commercials
4 and jingles and all that. Worked my
5 way up.

6 Q Okay.

7 How far did you get as you
8 worked your way up?

9 A I got from '83 as a copy
10 trainee to a senior vice president at
11 J. Walter Thompson in -- six years
12 later, 1989, creative director.

13 Q Was that a change of firms?

14 A Yeah, from Y&R to J. Walter
15 Thompson, yes.

16 Q And how long were you at J.
17 Walter Thompson?

18 A Five years.

19 Q What were your
20 responsibilities while you were there?

21 A I created advertising for
22 large brands like Miller Beer and
23 Burger King and Computer Associates,
24 Kodak.

25 Q Any -- did you do any work

1 BRIAN MULLANEY - VOLUME I
2 Q Yes.

3 A Well, I did brochures or
4 helped marketing or fundraising ideas
5 to help them raise money, non-profit.

6 Q Was this pro bono work by
7 J.W. or was this -- were they paying
8 the firm?

9 A No, it was separate. It was
10 just on my own.

11 Q So through your professional
12 responsibilities, did you ever have
13 any clients who were non-profits?

14 A No.

15 Q Okay.

16 So at J.W. Thompson, you
17 stayed there about five years and then
18 where did you go?

19 A I started my own tech ad
20 agency in my apartment with my life
21 savings in January 1990, at the
22 beginning of the recession and Desert
23 Storm.

24 Q What do you mean by tech
25 advertising?

BRIAN MULLANEY - VOLUME I

A Well, in 1988, I never used a computer before, but we pitched the Computer Associates account out in Long Island and won it and I learned all about computers and met Michael Dell and Bill Gates, and I saw the beginning of the tech thing.

I said wow. And at J. Walter, I couldn't get anyone to work on the computer account. At that time, believe it or not, at J. Walter Thompson, my boss was James Patterson, and there was one Mac in all of J. Walter Thompson and no one saw it, so I said I am going to quit and start an ad agency in my apartment with two Dell computers and an account executive came with me.

Q And who was that?

A That was Frances McDonald was her name.

Q And what was the name of the --

A My firm was called Schell

BRIAN MULLANEY - VOLUME I

Microsystems, which was a chip company out in Long Island as well. We worked for Ziff Davis. But the idea was all tech stuff because no one at general ad agencies knew or could talk to the engineers and understand what was going on.

You understand this is before e-mail and this is before networking and this is before the Internet.

Q So tell me what it was that you were doing as a tech agency that the other firms weren't.

A Oh, we were a big name talent that had worked and won Clios for the biggest brands in America, and we were learning about computers and we could talk to engineers and do an ad for the computer world for a mainframe, for a database or financial software or any of that. So we specialized in it.

So that's why the clients

BRIAN MULLANEY - VOLUME I

Mullaney. My partner was Mike Schell, who was an art director, and I was the writer.

Q So who were your clients?

A Well, I starved for like three or four months, thinking it was the biggest mistake of my life, as my parents pointed out, and then we pitched and won the Computer Associates account, which was a huge account.

That -- how you run at J. Walter Thompson -- and they fired Thompson and came with us. And so we started to handle them domestically, and then they loved the work we did and then they had us fire every ad agency in the world and we opened an office in Paris and we handled all their work.

From there we picked up the Wall Street Journal. We launched the first digital version of that in '96 or so. We worked for Standard

BRIAN MULLANEY - VOLUME I

liked us and we could then take a very boring engineer and do an ad in computer world that would score two or three times as well as the other ads, which were done by engineers.

Q So you were basically using your knowledge of the technology to create the advertising for a tech company selling technology?

A Yeah, it was more like up until us, most of the ad agencies were run by engineers, very boring stuff. We were guys that had done million-dollar commercials and my partner won Lions at the Cannes Film Festival. We brought that talent to a very nerdy group. This was before tech was hip and the Silicon Valley TV show.

Q Was the advertising you were doing tech?

A Yes.

Q Technical in any kind of way?

BRIAN MULLANEY - VOLUME I

A Yes, because the products -- we were selling software. We were selling chips. We were selling database.

Q I understand.

That's what you were advertising, were technology products, but your place -- was the advertising medium any different than it would have been if you were selling beer or cigarettes?

A Yes, in that it was a B2B, business-to-business, primarily print. We did a little TV at the end, but it was mostly B2B.

Q Okay.

But it was still print primarily as opposed to --

A Yeah, this was before the Internet. It was mostly print and then we branched out and started doing direct mail and we did trade shows -- B2B tech trade shows.

We kind of morphed into

BRIAN MULLANEY - VOLUME I

can I jump ahead to that or --

Q How long did you have your --

A I didn't learn about direct mail at Schell Mullaney.

MR. LILIEN: When you say "direct mail," what are you referring to? What would you send out?

THE WITNESS: Well, direct mail --

MR. LILIEN: The B2B.

THE WITNESS: We would send letters to the CEO of every high-tech company there was or we would send letters to, you know, titles at tech companies.

MR. LILIEN: What was the content of the letters?

THE WITNESS: I sent a box with, you know, the boss style you could rip the head off of. We had to send one of those to Johnny, the chairman of IBM. So that was

BRIAN MULLANEY - VOLUME I

doing all the marketing things they would need, product conception, naming products, branding them, package design. I wrote the speeches for the chairman, stuff like that. Just about everything we could do.

Q Okay. You mentioned direct mail.

Was this the first time you started working with direct mail?

A Yes, but it was very different direct mail than what I did later on because it was B2B direct mail, so it's a very different animal, but yes.

Q And how did you learn about how to do that?

A Well, I really learned about direct mail at Smile Train because I knew nothing about consumer direct mail and we learned by doing and then we had a really good vendor who taught me a lot.

So the first letter -- so

BRIAN MULLANEY - VOLUME I

a very expensive piece. Anything from that to a bowling ball, a ball and chain that had IBM printed on it and it said is this how you feel about your database vendor, so creative things to boring letters and brochures, things like that.

MR. LILIEN: The purpose of a letter was what?

THE WITNESS: To get a lead, to get a meeting, to get -- you know, call us, to get a salesman in the door to sell the product.

MR. LILIEN: Okay.

BY MR. CURCHACK:

Q Would you be involved in the sales process?

A No.

Q So these letters actually came from your client?

A Yes. Yep.

Q So how long were you running this agency?

BRIAN MULLANEY - VOLUME I

A Ten years.

Q So that takes us to about --

A 1999.

Q And what happened next?

A Well, I was really fortunate. I sold my agency in 1996, and I only had to run it for two or three years, which I did.

Q Who did you sell it to?

A I sold it to CKS

Interactive, which was the first kind of tech agency that Goldman Sachs took public. We were there for the acquisition. They had 140 employees. That was in '96. In 1999, they had 10,000 employees.

MR. LILIEN: Who owned CKS at the time?

THE WITNESS: They are publicly traded because Goldman took them public.

MR. LILIEN: They took them public before your sale?

THE WITNESS: Yes.

BRIAN MULLANEY - VOLUME I

And --

A I got a call from a lawyer that said would you like to buy back some selected assets. I said, sure. He goes, well, you have to do it by next Friday. I said that sounds good to me.

Q Okay.

So were you still employed at the time by them?

A Well, yeah, I was buying my freedom back from them.

Q Okay.

So in connection with buying the assets --

A I was one of the assets I buying back.

Q Your employment terminated. Okay.

You went back to running your own agency --

A Yeah.

Q -- for some period of time?

A Yes.

BRIAN MULLANEY - VOLUME I

MR. LILIEN: Got it.

THE WITNESS: They raised the money to go buy -- do the roll-ups. They went and bought 70 firms. Then they crescendoed with 10,000 employees and one billion in sales and they were the biggest bankruptcy of the TechReg in April 2000.

We had luckily sold all our stock, but we bought back selected assets a year before and kept operating on our own.

BY MR. CURCHACK:

Q So in other words -- well, during that period, from 1996 to 1999, you were under contract to CKS as part of the sale?

A Yes. Yes.

Q And then when they went bankrupt, you bought back some --

A No, before -- before -- six months before.

Q Okay.

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Q For how long?

A The overlay of this is -- when I had my own agency, I did a lot of charity work as well. And in '92 -- in '93, I started at charity called Operation Smile in New York City to provide cosmetic -- not cosmetic -- reconstructive children for poor children in New York City public schools.

And we started work with the public school system to identify the kids. Then I lined up all the major hospitals in New York who agreed to provide free surgery.

Q And what drew you to that cause?

A Well, I was riding the subway in '88, '89, when I was completely broke, up Park Avenue because I was doing freelance work for cosmetic surgeons that were making millions and millions of dollars.

I rode the subway up there.

<p style="text-align: right;">Page 26</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 I learned a lot about cosmetic</p> <p>3 surgery. I would see kids when school</p> <p>4 got out that had giant hairy nevuses</p> <p>5 or hemangiomas or six fingers or no</p> <p>6 ears.</p> <p>7 So I went to those doctors</p> <p>8 and said if I find kids, would you</p> <p>9 help them for free, and I started it</p> <p>10 that way.</p> <p>11 MR. LILIEN: I'm sorry, what</p> <p>12 were you doing for plastic</p> <p>13 surgery?</p> <p>14 THE WITNESS: I was doing</p> <p>15 marketing for them. I was doing</p> <p>16 newspaper ads and TV commercials.</p> <p>17 BY MR. CURCHACK:</p> <p>18 Q So --</p> <p>19 A I was unmarried and I was a</p> <p>20 yuppy and I was very fortunate. I</p> <p>21 wanted to do charity work. So I went</p> <p>22 to Koch's Office of Volunteerism down</p> <p>23 near City Hall and I had this nice</p> <p>24 little old lady who said what do you</p> <p>25 want to do. I said I travel a lot,</p>	<p style="text-align: right;">Page 28</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 idea, meet with so and so. I</p> <p>3 started traveling to Brooklyn to</p> <p>4 have these meetings.</p> <p>5 And the idea was free</p> <p>6 surgery for kids who were mostly</p> <p>7 immigrants or really poor who were</p> <p>8 disfigured. So it took us two</p> <p>9 years to get approval from the</p> <p>10 bureaucracy there. At the very</p> <p>11 last minute, they wanted me to</p> <p>12 sign personally that if anything</p> <p>13 happened to a kid I would lose all</p> <p>14 my assets and my house.</p> <p>15 So I told the lawyer at the</p> <p>16 board of education, I was going to</p> <p>17 call the New York Post. She said,</p> <p>18 okay, you don't need to do that.</p> <p>19 We started in 79 schools and grew</p> <p>20 to 500 schools and grew to all</p> <p>21 1200 schools and we found hundreds</p> <p>22 and hundreds of kids with</p> <p>23 problems.</p> <p>24 MR. LILIEN: So where in the</p> <p>25 timeline of this is relative to</p>
<p style="text-align: right;">Page 27</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 so -- but I would like to work with</p> <p>3 some black kids who don't have a</p> <p>4 father or the boys' and girls' club,</p> <p>5 something like that, because I was a</p> <p>6 jock.</p> <p>7 She said you want to do</p> <p>8 that? That will be horrible. She</p> <p>9 goes you went to Harvard. She goes I</p> <p>10 have these Japanese business men that</p> <p>11 need to learn English and I want you</p> <p>12 to volunteer to do that.</p> <p>13 I stormed out of there and</p> <p>14 said I am going to start my own</p> <p>15 charity and I am going to help these</p> <p>16 kids on the subway, so that was the</p> <p>17 genesis of that.</p> <p>18 MR. LILIEN: When you say</p> <p>19 you started your own charity, what</p> <p>20 does that mean?</p> <p>21 THE WITNESS: I wrote to</p> <p>22 Chancellor Fernandez. He was the</p> <p>23 chancellor of all the public city</p> <p>24 schools, and told him my idea, and</p> <p>25 he wrote back, this is a great</p>	<p style="text-align: right;">Page 29</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 where you were forming your new</p> <p>3 company?</p> <p>4 THE WITNESS: When I had my</p> <p>5 new company, so '92, '93.</p> <p>6 MR. LILIEN: So you're</p> <p>7 running your advertising agency?</p> <p>8 THE WITNESS: Yeah.</p> <p>9 MR. LILIEN: Marketing</p> <p>10 company?</p> <p>11 THE WITNESS: Yeah.</p> <p>12 MR. LILIEN: And the same</p> <p>13 time forming charity?</p> <p>14 THE WITNESS: Yeah, I was</p> <p>15 financing the charity work,</p> <p>16 whatever expenses there were from</p> <p>17 my new company.</p> <p>18 MR. LILIEN: I see.</p> <p>19 THE WITNESS: But there</p> <p>20 weren't that many expenses.</p> <p>21 MR. LILIEN: The role you</p> <p>22 were playing -- what was the</p> <p>23 official role in the charity?</p> <p>24 THE WITNESS: Well, the</p> <p>25 lawyer that helped me sell my</p>

<p style="text-align: right;">Page 30</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 company of Jones Day, he</p> <p>3 incorporated us and registered the</p> <p>4 name and we weren't doing</p> <p>5 fundraising because I was</p> <p>6 financing it. So we really had to</p> <p>7 make it work.</p> <p>8 MR. LILIEN: What position</p> <p>9 did you have at the time when you</p> <p>10 were forming it?</p> <p>11 THE WITNESS: I don't know.</p> <p>12 President or CEO. There wasn't</p> <p>13 much there. It was me and my</p> <p>14 partner. And then we hired a</p> <p>15 woman to kind of run it for us, I</p> <p>16 believe, for like 30 grand a year.</p> <p>17 BY MR. CURCHACK:</p> <p>18 Q So this Operation Smile was,</p> <p>19 at that point -- by "that point," I</p> <p>20 mean when it's being formed in early</p> <p>21 1990s -- was not raising any funds.</p> <p>22 You were just connecting</p> <p>23 people in need with people willing to</p> <p>24 perform the service?</p> <p>25 A Yes. We were like a Uber</p>	<p style="text-align: right;">Page 32</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: At</p> <p>3 Operation Smile, the two founders,</p> <p>4 the people who started it, Bill</p> <p>5 Magee and Kathy Magee.</p> <p>6 BY MR. CURCHACK:</p> <p>7 Q Now, did the organization</p> <p>8 that you were setting up in New York</p> <p>9 with Jones Day --</p> <p>10 A Yeah.</p> <p>11 Q -- organized for you, did</p> <p>12 that have a name?</p> <p>13 A Yeah, it was</p> <p>14 Operation Smile.</p> <p>15 Q I'm sorry, I thought that</p> <p>16 was the name of the people in --</p> <p>17 A Yes.</p> <p>18 Q It was the same --</p> <p>19 A They never registered in New</p> <p>20 York, so we registered it.</p> <p>21 Q So it was a coincidence that</p> <p>22 the names were the same?</p> <p>23 A It was a coincidence, yes.</p> <p>24 MR. LILIEN: How long did</p> <p>25 the organization last; '92 to '95,</p>
<p style="text-align: right;">Page 31</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 platform. Then in '94 and '95, I</p> <p>3 opened up People magazine and on the</p> <p>4 cover is another charity called</p> <p>5 Operation Smile, and that is in</p> <p>6 Virginia, and I never heard of them.</p> <p>7 They had bad lawyers because</p> <p>8 they weren't registered in New York.</p> <p>9 I wrote to them. I flew down and met</p> <p>10 them, the founder. Very charismatic</p> <p>11 guy. And his wife, the co-founders.</p> <p>12 They were much bigger than us. They</p> <p>13 helped kids overseas.</p> <p>14 I said my program is to help</p> <p>15 Inner city kids. As successful as it</p> <p>16 is in New York, we want to take it to</p> <p>17 Chicago, Detroit and large urban</p> <p>18 areas. They said why don't we merge</p> <p>19 together and we did. We merged. Then</p> <p>20 I went on their board of directors</p> <p>21 around '94, '95, and I started going</p> <p>22 on missions around the world.</p> <p>23 MR. LILIEN: Who did you</p> <p>24 meet with at the time? Do you</p> <p>25 recall?</p>	<p style="text-align: right;">Page 33</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 your organization?</p> <p>3 THE WITNESS: Yes. When I</p> <p>4 went on the board, I turned over</p> <p>5 all my operations to them and then</p> <p>6 they -- the 501(c)(3) stuff was</p> <p>7 never closed out, and when I</p> <p>8 started Smile Train years later,</p> <p>9 the same Jones Day lawyer</p> <p>10 Rob Smith used that and we brought</p> <p>11 it back to life, as bizarre as</p> <p>12 that sounds.</p> <p>13 MR. LILIEN: Let me make</p> <p>14 sure I understand this.</p> <p>15 The (c)(3) organization was</p> <p>16 formed in '92; received tax exempt</p> <p>17 status as a (c)(3) organization.</p> <p>18 THE WITNESS: Yeah.</p> <p>19 MR. LILIEN: In 1995 you</p> <p>20 merged with the Virginia</p> <p>21 Operation Smile?</p> <p>22 THE WITNESS: Right. Right.</p> <p>23 MR. LILIEN: But it wasn't a</p> <p>24 formal merger?</p> <p>25 THE WITNESS: It was a</p>

<p style="text-align: right;">Page 34</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 formal merger. The board approved</p> <p>3 it.</p> <p>4 MR. LILIEN: The corporation</p> <p>5 that existed in New York --</p> <p>6 THE WITNESS: Yeah, it was</p> <p>7 never snuffed out. It was never</p> <p>8 closed.</p> <p>9 MR. TRIVIGNO: Let him</p> <p>10 finish.</p> <p>11 MR. LILIEN: Was it formally</p> <p>12 merged into the Virginia entity</p> <p>13 such that the New York corporation</p> <p>14 no longer was in existence, or did</p> <p>15 it remain in existence in New</p> <p>16 York?</p> <p>17 THE WITNESS: Unbeknownst to</p> <p>18 me, it remained in existence.</p> <p>19 MR. LILIEN: So when -- when</p> <p>20 you were merging, what did you</p> <p>21 think was happening at the time?</p> <p>22 THE WITNESS: Oh, I went on</p> <p>23 their board and started raising</p> <p>24 money for them and traveling and I</p> <p>25 didn't spend a second doing my own</p>	<p style="text-align: right;">Page 36</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Johnson & Johnson.</p> <p>3 He was our honoree. We</p> <p>4 raised \$1.2 million. So I raised</p> <p>5 money, traveled around the world, got</p> <p>6 very involved, and then I sold my</p> <p>7 agency, which gave me more time to do</p> <p>8 this and I loved it. It was like a</p> <p>9 labor of love. So I did that and it</p> <p>10 was a life-changing experience. But</p> <p>11 every mission I would go on, 400 kids</p> <p>12 would show up and you turn away 300</p> <p>13 because the mission is a two-week</p> <p>14 medical mission and you can only</p> <p>15 operate on 100 kids.</p> <p>16 MR. LILIEN: Why could you</p> <p>17 only operate on 100 kids?</p> <p>18 THE WITNESS: They only had</p> <p>19 so much time, so much surgeons, so</p> <p>20 many beds. They posed a list of</p> <p>21 100 kids. And someone has to tell</p> <p>22 300 mothers their kid was not</p> <p>23 getting surgery. It was horrific.</p> <p>24 I watched that for years. And I</p> <p>25 kept telling Bill Magee, the</p>
<p style="text-align: right;">Page 35</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 stuff at all.</p> <p>3 MR. LILIEN: Just moving</p> <p>4 forward now to Smile Train, can</p> <p>5 you explain again -- explain what</p> <p>6 you meant by Smile Train using --</p> <p>7 where you reengaged this entity --</p> <p>8 renew this entity.</p> <p>9 THE WITNESS: Sure. So I go</p> <p>10 on the board of Smile Train, and I</p> <p>11 loved it. It was great work.</p> <p>12 BY MR. CURCHACK:</p> <p>13 Q Smile Train or</p> <p>14 Operation Smile?</p> <p>15 A Sorry, Operation Smile. I</p> <p>16 started traveling to Gaza, China and</p> <p>17 all around the world, to Vietnam, and</p> <p>18 I was -- I just loved it and started</p> <p>19 to help them raise money.</p> <p>20 When I joined them they were</p> <p>21 raising \$60,000 a year in New York,</p> <p>22 which is like nothing. I never raised</p> <p>23 money before, but I knew it was</p> <p>24 nothing. So the next year, I</p> <p>25 introduced them to the chairman at</p>	<p style="text-align: right;">Page 37</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 surgery is a miracle, but your</p> <p>3 business model is horrible. He</p> <p>4 says what is a business model. I</p> <p>5 said it's so expensive. Your ROI</p> <p>6 is bad. It cost so much to ship</p> <p>7 10,000 pounds of equipment.</p> <p>8 He said what is ROI? If you</p> <p>9 throw all your numbers into a</p> <p>10 spreadsheet -- he is like what is</p> <p>11 a spreadsheet. I did that for</p> <p>12 five years, and then I finally</p> <p>13 quit to start a better charity in</p> <p>14 1998 -- around there, '98.</p> <p>15 BY MR. CURCHACK:</p> <p>16 Q That was Smile Train?</p> <p>17 A That was Smile Train. So we</p> <p>18 separated from them and we took money</p> <p>19 from them that we had raised because</p> <p>20 the Smile Train was a special project.</p> <p>21 I came up with the idea of a train</p> <p>22 while at Operation Smile that would</p> <p>23 travel around China, and the local</p> <p>24 surgeons would do the surgeries.</p> <p>25 It was very controversial at</p>

<p style="text-align: right;">Page 38</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 the time because Magee was like, well,</p> <p>3 what am I going to do then. I wasn't</p> <p>4 a surgeon. I didn't care who did the</p> <p>5 surgery. But he did. So we had two</p> <p>6 years. It was a special project</p> <p>7 there.</p> <p>8 There was a lot of tension</p> <p>9 because he didn't like the local</p> <p>10 surgeons operating and we did and so</p> <p>11 we separated from them around '98,</p> <p>12 '99. I formally started Smile Train</p> <p>13 then.</p> <p>14 MR. LILIEN: When you did</p> <p>15 separate --</p> <p>16 THE WITNESS: Yeah.</p> <p>17 MR. LILIEN: -- how did that</p> <p>18 come about? How did the</p> <p>19 conversation with Mr. Magee go?</p> <p>20 THE WITNESS: Well, it was</p> <p>21 horrible. There was a lot of</p> <p>22 tension because he didn't --</p> <p>23 because I raised 10 million for</p> <p>24 the Smile Train thing. He wanted</p> <p>25 that 10 million for his own</p>	<p style="text-align: right;">Page 40</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 tension. And we had good people</p> <p>3 on the board, like Bob Darretta,</p> <p>4 who was the CEO of Johnson &</p> <p>5 Johnson.</p> <p>6 We were trying to get the</p> <p>7 Magees to get professional</p> <p>8 management stuff, and then a</p> <p>9 horrible thing happened in August.</p> <p>10 They sent a mission to Beijing,</p> <p>11 and two kids died on the first</p> <p>12 day. And so that is the day I</p> <p>13 quit with Charles Wang. He was on</p> <p>14 the board as well.</p> <p>15 BY MR. CURCHACK:</p> <p>16 Q I was going to ask you, who</p> <p>17 else was on the board?</p> <p>18 A Who was on the Smile Train</p> <p>19 board?</p> <p>20 Q Who was on the board when</p> <p>21 you quit?</p> <p>22 A When I quit, Bill Magee;</p> <p>23 Kathy Magee; Charles Wang; Ann Ziff,</p> <p>24 the chairman of Metropolitan Opera. I</p> <p>25 don't know if she was chairman then,</p>
<p style="text-align: right;">Page 39</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 project.</p> <p>3 He had a project called the</p> <p>4 Pope Project where he was going to</p> <p>5 bring 5,000 kids into the Vatican</p> <p>6 with clefts, disfigured, and the</p> <p>7 Pope was going to bless them and</p> <p>8 then they were going to go home</p> <p>9 and get operated on in 40</p> <p>10 countries and then come back.</p> <p>11 We thought -- or I thought</p> <p>12 it was the worst idea in the</p> <p>13 world, because it's so expensive</p> <p>14 and -- for a lot of reasons. He</p> <p>15 was raising money for that. I</p> <p>16 come up with this Smile Train idea</p> <p>17 and I get 10 million like that.</p> <p>18 We get on the Today Show like</p> <p>19 that. And President George Bush</p> <p>20 takes it to the president of</p> <p>21 China, Jiang Zemin, who loved it.</p> <p>22 So we were taking off. He</p> <p>23 couldn't raise any money for his</p> <p>24 Pope project. He didn't like our</p> <p>25 project. There was a lot of</p>	<p style="text-align: right;">Page 41</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 but she is now. John Wrenn from</p> <p>3 Minneapolis.</p> <p>4 I can't remember all the</p> <p>5 names, but there were like 15 people.</p> <p>6 MR. LILIEN: Brian, I think</p> <p>7 you mentioned you raised 10 or</p> <p>8 \$12 million --</p> <p>9 THE WITNESS: Yeah.</p> <p>10 MR. LILIEN: -- for</p> <p>11 Operation -- for the Smile Train</p> <p>12 project.</p> <p>13 THE WITNESS: For the</p> <p>14 Smile Train project.</p> <p>15 MR. LILIEN: Where was that</p> <p>16 money accounted for? Was that on</p> <p>17 Operation Smile's --</p> <p>18 THE WITNESS: Yes.</p> <p>19 MR. LILIEN: -- bank?</p> <p>20 Okay.</p> <p>21 THE WITNESS: Yes.</p> <p>22 MR. LILIEN: And when you</p> <p>23 left Operation Smile --</p> <p>24 THE WITNESS: Yes.</p> <p>25 MR. LILIEN: -- you resigned</p>

<p style="text-align: right;">Page 42</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 as a board member?</p> <p>3 THE WITNESS: Yes.</p> <p>4 MR. LILIEN: Did you have</p> <p>5 any other role at Operation Smile</p> <p>6 beyond board member?</p> <p>7 THE WITNESS: No.</p> <p>8 MR. LILIEN: Did you take</p> <p>9 any of that money with you --</p> <p>10 THE WITNESS: Yes.</p> <p>11 MR. LILIEN: -- to</p> <p>12 Smile Train?</p> <p>13 THE WITNESS: Yes.</p> <p>14 MR. LILIEN: How did that</p> <p>15 process work out?</p> <p>16 THE WITNESS: My Jones Day</p> <p>17 lawyer negotiated with them,</p> <p>18 because we had a big fundraiser in</p> <p>19 January 1998 at the Winter Garden</p> <p>20 down in Wall Street, and we had</p> <p>21 all these bigwigs there and we</p> <p>22 raised a lot of money and Charles</p> <p>23 Wang had given a couple of million</p> <p>24 and Bill Gates had given a million</p> <p>25 for the Smile Train project.</p>	<p style="text-align: right;">Page 44</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 outrageous because -- if I could</p> <p>3 tell you what the accident was.</p> <p>4 There's a machine called the</p> <p>5 pulse oximeter. It measures the</p> <p>6 oxygen in your blood, and it makes</p> <p>7 sure you are getting oxygen. So</p> <p>8 they shipped the machine there to</p> <p>9 Beijing, but the anesthesiologist</p> <p>10 didn't plug it in because he likes</p> <p>11 to do it the old-fashion way,</p> <p>12 cowboy medicine. This kid wasn't</p> <p>13 getting any oxygen, and he died.</p> <p>14 Like, no one should ever die from</p> <p>15 a cleft surgery.</p> <p>16 MR. LILIEN: As a result,</p> <p>17 were you asked to resign as a</p> <p>18 result of the accident?</p> <p>19 THE WITNESS: No.</p> <p>20 MR. LILIEN: Did you resign</p> <p>21 as a result of the accident?</p> <p>22 THE WITNESS: Charles Wang</p> <p>23 called me and he heard it first</p> <p>24 because his people in China called</p> <p>25 him and said we are both resigning</p>
<p style="text-align: right;">Page 43</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 So we arrived at a figure of</p> <p>3 4 and a half million, something</p> <p>4 like that, and that's what they</p> <p>5 gave us.</p> <p>6 MR. LILIEN: Was that</p> <p>7 memorialized in any sort of</p> <p>8 agreement?</p> <p>9 THE WITNESS: Well, it's on</p> <p>10 our 990 for starting Smile Train.</p> <p>11 I know that is the accurate</p> <p>12 number. I don't know. I wasn't</p> <p>13 running Smile Train. I was on the</p> <p>14 board, but I wasn't the CEO, so I</p> <p>15 don't know.</p> <p>16 MR. LILIEN: Okay. The</p> <p>17 accident you referred to in</p> <p>18 China --</p> <p>19 THE WITNESS: Yeah.</p> <p>20 MR. LILIEN: -- was that a</p> <p>21 Smile Train project?</p> <p>22 THE WITNESS: No, it was on</p> <p>23 the cover of The New York Times in</p> <p>24 November '99, two days in a row.</p> <p>25 It was really</p>	<p style="text-align: right;">Page 45</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 today because they just killed two</p> <p>3 kids.</p> <p>4 He got a special report in</p> <p>5 Chinese that they sent to him.</p> <p>6 BY MR. CURCHACK:</p> <p>7 Q So you don't recall whether</p> <p>8 there was a formal separation</p> <p>9 agreement between, what I will call</p> <p>10 Smile Train and Operation Smile?</p> <p>11 A No, I don't.</p> <p>12 Q Is Mr. Smith still</p> <p>13 practicing?</p> <p>14 Do you know?</p> <p>15 A Yes. I can put you in touch</p> <p>16 with him, if you'd like.</p> <p>17 Q Okay.</p> <p>18 Thanks.</p> <p>19 A Do you want me to --</p> <p>20 Q We will reach out for him.</p> <p>21 A He works for some Chinese</p> <p>22 importer company in Manhattan.</p> <p>23 Q If you can send me his</p> <p>24 contact information, I would</p> <p>25 appreciate it. Thanks.</p>

BRIAN MULLANEY - VOLUME I

So let's talk about setting up Smile Train.

You said -- you said the existing 501(c) corporation, which was your New York Operation Smile was still apparently in existence?

A Yes.

Q Okay.

So what did you do?

A Well, my Jones Day lawyer Rob Smith changed all the names, and that was going to be our new name.

Q The name was changed to Smile Train?

A Yes.

Q Okay.

A He wrote up some bylaws, and we created a small board.

Q Who was on that board?

A It was Charles Wang, and me, and Rob Smith and I believe Joe McCarthy -- Dr. Joe McCarthy from NYU, and Ann Ziff. I don't know if I said her.

BRIAN MULLANEY - VOLUME I

A We stole away -- DeLois Greenwood quit Op Smile, or was actually fired. They were mad at her because she didn't like the Pope project, and she liked the Smile Train, so she came with us. And then we hired a headhunter to hire our first CEO.

Q Who was that?

A His name was Don Moores, M-O-O-R-E-S, and he came fresh out of the Peace Corps.

Q Okay.

MR. LILIEN: Fresh out of the Peace Corps in what capacity?

THE WITNESS: He just got back from Uganda or Congo, a two-year stint. He was a volunteer.

MR. LILIEN: He was a volunteer; he wasn't in administrative capacity?

THE WITNESS: No.

BY MR. CURCHACK:

BRIAN MULLANEY - VOLUME I

Q Did Operation Smile continue in operation?

A Oh, yes.

Q Is it still in operation?

A Yes.

Q Okay.

So what was your -- now, when Smile Train was set up, you were still running, I guess, the second version of your ad agency?

A Yes.

Q Okay.

And did you have any formal title other than being on the board of directors?

A At Smile --

Q At Smile Train?

A At Smile -- sorry. I still mix them up.

No, I was just on the board, but I was very -- there's only four of us or five of us. The first thing of business was to hire a CEO.

Q Who did you hire?

BRIAN MULLANEY - VOLUME I

Q What money did Smile Train have at that point?

A Well, all we had was the transfer from Operation Smile.

Q Okay.

A We didn't start raising money until years later.

Q Okay.

So what did you -- what did Smile Train do when you first -- when it first was set up?

A Well, we had a lot of money because in addition to the WonderWork money, Wang had -- made a big pledge of a million shares of CA stock.

MR. LILIEN: WonderWork money?

THE WITNESS: Smile Train.

MR. LILIEN: You mentioned

WonderWork.

BY MR. CURCHACK:

Q You meant to give Operation Smile money.

When you first --

<p style="text-align: right;">Page 50</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A We are talking Smile Train</p> <p>3 now. We got the money from</p> <p>4 Operation Smile, and it's 2000 --</p> <p>5 2000, 1999, yes.</p> <p>6 Q And --</p> <p>7 A We had, in addition to that,</p> <p>8 four-something million. We had a</p> <p>9 pledge from Charles Wang for one</p> <p>10 million shares of CA stock and</p> <p>11 matching that was his mentor or patron</p> <p>12 Walter Haefner, who owned one of the</p> <p>13 companies Wang bought, and he pledged</p> <p>14 a million shares as well.</p> <p>15 So we had -- the stock was</p> <p>16 at like 35 bucks. That's \$60 million.</p> <p>17 So we didn't worry about raising money</p> <p>18 at all. We worried about getting</p> <p>19 surgeries going as quickly as we</p> <p>20 could.</p> <p>21 Q What was the model for</p> <p>22 getting those surgeries done?</p> <p>23 A It was a tricky business</p> <p>24 because I never started a charity</p> <p>25 before and this whole new model was</p>	<p style="text-align: right;">Page 52</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 I didn't go there. DeLois</p> <p>3 went and met with him for a week and</p> <p>4 saw he was a good surgeon and gave him</p> <p>5 a pilot grant to do 2,000 surgeries.</p> <p>6 He finished them in six months.</p> <p>7 Operation Smile hadn't done</p> <p>8 2,000 surgeries in 10 years. So we</p> <p>9 go, wow, this is a great model. These</p> <p>10 local guys can do it. When we left</p> <p>11 Operation Smile, Magee said children</p> <p>12 are going to die if you do this.</p> <p>13 Local surgeons stink. They kept</p> <p>14 saying, Brian, you are not a doctor.</p> <p>15 You don't know what you are doing. We</p> <p>16 started with that and then found other</p> <p>17 surgeons like that and started to grow</p> <p>18 like crazy around China because the</p> <p>19 surgeons there are excellent. They do</p> <p>20 more clefts than American surgeons.</p> <p>21 They are talented and care about their</p> <p>22 kids.</p> <p>23 So we started to grow very</p> <p>24 quickly in China. And then Wang was</p> <p>25 going to be in India for a press</p>
<p style="text-align: right;">Page 51</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 brand new of local surgeons, so we</p> <p>3 didn't know how to do it.</p> <p>4 We went to the Chinese</p> <p>5 government and they said just give us</p> <p>6 the money and we will take care of it</p> <p>7 and we didn't trust them and we didn't</p> <p>8 like that.</p> <p>9 So we went to China, because</p> <p>10 we had to start there because Wang was</p> <p>11 Chinese. He wanted us to start there.</p> <p>12 That was the least we could do because</p> <p>13 he was giving us a lot of money.</p> <p>14 To operate in China, you</p> <p>15 need a shadow company or Chinese</p> <p>16 company, so they hooked us up with</p> <p>17 China Charity Federation. That was</p> <p>18 our sponsor charity. We met with</p> <p>19 them. And we told them we wanted to</p> <p>20 find local surgeons to do clefts and</p> <p>21 they said, well, this is a crazy idea.</p> <p>22 No one has done this before, but we</p> <p>23 have this one surgeon out in Shanghai,</p> <p>24 China. You should go meet him. He's</p> <p>25 our best cleft surgeon.</p>	<p style="text-align: right;">Page 53</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 conference. He said I want to mention</p> <p>3 this program in India. So we started</p> <p>4 finding partners in India and then</p> <p>5 that grew really quick. Our</p> <p>6 surgeries, the first year were 2,000.</p> <p>7 But then the second and third year,</p> <p>8 they were 20,000 and 30,000, 40,000.</p> <p>9 Now, Op Smile when I joined</p> <p>10 them were doing 3,000 surgeries a year</p> <p>11 after 20 years, so we took off like a</p> <p>12 Google startup. So it was just like</p> <p>13 an entrepreneurial thing. It was very</p> <p>14 busy and hectic and fast-growing.</p> <p>15 Q What was your role as a</p> <p>16 board member at Smile Train?</p> <p>17 A Well, it changed. We hired</p> <p>18 Don Moores. He was really slow. He</p> <p>19 was -- after like a year, we weren't</p> <p>20 close to doing any surgeries. He said</p> <p>21 it's going to be years and years. We</p> <p>22 have to establish relationships. So</p> <p>23 we fired him. We hired a guy from</p> <p>24 Sesame Street named -- I am blanking</p> <p>25 on his name. A really nice guy. But</p>

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also really slow.

His name is Boris. He just wasn't -- we had \$60 million in the bank. We weren't doing the growth I just said. We were doing no surgeries. So in 2001, we had done, like, no surgeries or 500 surgeries after two years and we had \$60 million. So we fired him. I agreed to become interim president for one year.

So that was April of 2001. So that's when my role changed from a board member to employee.

Q And so at that point -- had you received any compensation --

A No.

Q -- from Smile Train before that?

A No.

Q Did you start getting compensation at that point?

A Yes.

Q Do you remember how much?

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Greenwood went and found that guy. I don't know how -- I don't remember if it was Boris was on duty or Don Moores. I think Boris.

BY MR. CURCHACK:

Q Other than that one surgeon prior to your becoming interim CEO --

A Yeah.

Q -- had Smile Train paid for any surgeries?

A I don't know the exact -- that's 17 years ago. I don't know. There may have been a couple others, but the first two COs we hired were slow and bureaucratic and that's why we let them go.

Q So when did you stop all work related to your advertising agency?

A When I started at Smile Train.

Q Started as the CEO or --

A Yes.

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A No.

MR. LILIEN: One more question.

The 2,000 surgeries you mentioned in China, Mr. Wang was there, what year did that occur?

THE WITNESS: Oh, the guinea pig in Shanghai, the 2,000 surgeries?

MR. LILIEN: Yeah.

THE WITNESS: In 2000 or 2001, right around there.

MR. LILIEN: How did that correlate with the hiring of the first two CEOs?

THE WITNESS: It was kind of incidental to them because I don't know -- I don't remember anything specific about that.

We wanted to do a hundred thousand surgeries a year, so those 2,000 that we did was a six-month project. That was a one-off thing because DeLois

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MR. LILIEN: Did you sell the business?

THE WITNESS: Well, I sold it previously in '96.

MR. LILIEN: I thought you bought it back.

THE WITNESS: I did, but there was really nothing to sell. We had selected assets. I bought a couple leases back. My partner was 10 years older and kind of wanted to retire, so it just closed down.

BY MR. CURCHACK:

Q That was Mr. Schell?

A Yes.

Q Okay.

So you're now the interim CEO?

A I was president, actually.

Q Okay.

President of Smile Train and on the staff, you got DeLois Greenwood?

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A Yes.

Q Anybody else?

A Yes. Michele Sinesky, Troy Reichman. There was like a staff of five.

Q Okay.

And the board was still the same?

You said there were 15 people, I think.

A Five people.

Q Five. That was you, Smith --

A Ann Ziff.

Q -- Ziff, Wang and McCarthy?

A And Joe McCarthy.

MR. LILIEN: Wang is the chair?

THE WITNESS: No, Ann Ziff was the chair.

BY MR. CURCHACK:

Q So what happened then?

A Well, then we -- it was a mess because there was no map or there

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aside on these missions, they all loved the idea of being, you know, empowered, to help their own kids.

So it was really hectic, and our surgeries went from 2,000 a year -- you got the board presentations. You could see 2,000 to 10,000 to 20- to 30,000 to 40,000 to 50,000.

Q We are still with Smile Train?

A Yes.

Q But you were still working off of that initial capitalization of the \$60 million?

A We hadn't received Wang's and -- capitalization, and Haefner decided to pay his in cash, five million a year over seven years or seven million over five years. I don't remember. We had plenty of money.

There was an urgency to get the money out the door and help people

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was no business plan. They would just go to work every day and say, oh, I think I am going to go to China next month or something.

So we had the success with the one surgeon. We thought that was a test program that worked really well. And we said, how are we going to systemize it. We created a whole business plan to generate -- to find surgeons and hospitals that could do the surgeries.

And we had to decide how we would interact with them. We pay the surgeons. We pay the hospitals. How much would we pay them? How would we pay them? We built a whole business plan over the next year, year and a half.

And the phone started ringing off the hook, because as word spread among these surgeons, who were used to rich Americans coming in and humiliating them and pushing them

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and stuff.

Q Okay.

So when did Smile Train start raising money?

A Well, one of the first -- within the first year I went to the board and said, now we are doing surgeries and we are scaling extremely fast and we need to develop an ability to raise money, because all the money is going out. We are not raising any money.

So I made a board presentation. And my background was advertising, so I found a firm that would place remnant ads.

Do you know what those are?

They are space the newspaper can't sell. So you don't know when your ad is going to run or where, but it cost 90 percent less. So we started to run remnant ads with a coupon that said, "Give a kid with a cleft a second chance in life." I did

1 BRIAN MULLANEY - VOLUME I
2 all the ads. They started to become
3 very successful. We started to raise
4 money that way.

5 Q Do you remember when this
6 was?

7 A Right after I started, like
8 2002.

9 Q Okay.
10 Keep going.

11 A So a gentleman who ran the
12 largest direct mail firm in America
13 saw the ads and said this would really
14 work in direct mail.

15 Q Who was that?

16 A I will think of it. It's
17 Operation Smile's firm today. So we
18 said, okay, we will do a test with you
19 and we met with them and said how does
20 direct mail work because we didn't
21 know and they said, like, how much
22 does a letter cost? How much does the
23 printing cost? You don't need to know
24 that. Just give us a hundred grand or
25 150 grand and this is how much is

1 BRIAN MULLANEY - VOLUME I
2 So we shook hands with them and said
3 good-bye and we started our direct
4 mail program in-house.

5 MR. LILIEN: When you say
6 one and a half percent -- one and
7 half response rate, what does that
8 mean?

9 THE WITNESS: This is
10 acquisition mailing to acquire
11 donors. So direct mail is you're
12 acquiring a donor, and once I have
13 Jason's name, I cultivate you.
14 You're a donor.

15 So in acquisition mailings,
16 you always lose money. Usually a
17 good mailing you lose half. So it
18 costs \$2 to raise a dollar to
19 acquire people. And that's -- so
20 the 1 percent -- one and a half
21 percent would be we mailed a
22 million people and we got 10,000
23 responses, you know, 1 percent.

24 BY MR. CURCHACK:

25 Q So the percentage of --

1 BRIAN MULLANEY - VOLUME I
2 going to come in. They go away. So I
3 didn't really trust them.

4 And so they did that. Then
5 I secretly wrote our own letter and
6 mailed it to 50,000 people.

7 Q Where did you get the
8 mailing list?

9 A My secretary Karen is
10 phenomenal. She found a list of
11 companies. She rented a list, and we
12 did our own mailing. And we met with
13 them again and -- Russ Reid -- Russ
14 Reid is the name of that company.

15 So we met with them and they
16 had a half percent response rate and
17 they said -- it was a disaster. It
18 was like nowhere near the results they
19 had promised, and they said but we
20 know what the problem is. We
21 shouldn't have said the surgery was
22 \$250. It's too expensive. We have to
23 change that.

24 Our mailer had tripled the
25 response rate, one and a half percent.

1 BRIAN MULLANEY - VOLUME I

2 A Of responses.

3 Q -- responses to the mailing?

4 Now, was that the first
5 direct mail piece that you had ever
6 sent out?

7 A Yes, to consumers.

8 Q Right.

9 Other than the
10 business-to-business stuff?

11 A Yeah.

12 Q Okay. So keep going.

13 What happened then?

14 A So we kind of did the best
15 we could on our own for a year or two.
16 The results were really good.
17 Americans really liked that they could
18 give money to a charity that solved
19 the problem, that had a before and
20 after picture, that was so cheap and
21 we were a tiny charity and we said we
22 are small and this is real. And they
23 called up, and I would answer the
24 phone.

25 So we grew really quickly,

1 BRIAN MULLANEY - VOLUME I
2 and the donors liked it. It got too
3 big for us to manage in-house so, we
4 started looking for an outside vendor
5 and we ended up at Target Market Team.

6 Q This is Smile Train?

7 A Yes.

8 Q Okay.

9 And what was your
10 relationship with them?

11 A They were a vendor, but they
12 were very smart, very experienced and
13 they helped us find better printers so
14 we could get better prices and they
15 coordinated all the work.

16 There's a ton of work to
17 getting a letter out in the mail at a
18 good price on a certain date. And
19 then when the results come back in,
20 you need help analyzing all the
21 results to see which lists worked and
22 what didn't work and all that.

23 So they kind of took us
24 under their wing and we learned a lot
25 under them and it was a great

1 BRIAN MULLANEY - VOLUME I

2 Q So from --

3 A Although, formally, my term,
4 they say went through June 2011, but
5 physically I left in October 2010.

6 Q So from 2002, when you first
7 put the remnant ads in until
8 October 2010, briefly could you sort
9 of describe the course of Smile Train?

10 A We had a great 10-year run.
11 We earned the trust of millions of --
12 more than 2 million donors. We found
13 great partners everywhere that could
14 do surgeries safely.

15 We had a really good medical
16 advisory board because it's -- don't
17 do surgery because if you mess up,
18 people die. It was like a dream. And
19 the fundraising was going well. The
20 programs were going well.

21 We wanted to raise awareness
22 about the problem with clefts. We did
23 a movie and won an Oscar. That was in
24 the meeting notes. Let's try to do a
25 movie and win an Oscar. We

1 BRIAN MULLANEY - VOLUME I
2 partnership.

3 MR. LILIEN: Who was your
4 principal contact there at the
5 time?

6 THE WITNESS: Ron Bell.

7 MR. LILIEN: Ron Bell was
8 the principal person throughout
9 the relationship while at
10 Smile Train?

11 THE WITNESS: Yeah. I know.
12 It's -- yes, Smile Train.

13 He's a Harvard business
14 school guy. He's really sharp.
15 He's probably the best in the
16 business.

17 BY MR. CURCHACK:

18 Q Since Smile Train was -- how
19 long did this relationship with TMT go
20 on?

21 A Well, they are still there.

22 Q Okay.

23 When did you leave
24 Smile Train?

25 A I left in October 2010.

1 BRIAN MULLANEY - VOLUME I

2 distributed that Oscar to a million of
3 the richest homes in America and
4 licensed it to HBO. It's been seen by
5 30 million people. So it was all
6 perfect.

7 And then in 2010, Charles
8 Wang left us alone. He was my
9 co-founder. He would show up for
10 three meetings a year. He would never
11 go to the office any other times. He
12 was not very involved. Something
13 changed with him, and he wanted more
14 control.

15 Q Before we get there --

16 A Okay. All right.

17 Q -- you said your programs
18 were doing well, I think.

19 A Yes.

20 Q What exactly was the
21 program?

22 A The program was finding
23 hospitals in poor countries where
24 there was a great need for cleft
25 surgery, so we would -- you can't just

BRIAN MULLANEY - VOLUME I
say it's a developing country, because
if you look at it closely, the
hundredth poorest country, there's a
huge difference between Mexico and
Pakistan.

So we would find the poorest
countries with the greatest number of
clefts and target them. We would not
go to Sierra Leone and Sri Lanka. We
would go to places that we could scale
up. We learned that by starting in
China and India.

We find a hospital that --
you got to understand, there's no
concept of pro bono over there.
Everyone comes up to me, and says let
the doctor do it for free. Everyone
is poor. The hospital is poor.
Doctors are poor. The nurses make \$10
a month.

Typically, the only people
who get surgery are people with money.
So we find a hospital that did a
hundred cleft surgeries last year,

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number, but we started out at 250,
which is pretty good. The surgery in
US is 5,000 or more. And we would ask
them -- we wanted to make sure these
were incremental surgeries. We wanted
to make sure we weren't displacing
money.

And I was convinced they
were going to cheat us. So in 2002,
2003 we developed a database and we
forced them to upload their charts
to -- this is before any hospitals
were computerized in America. It was
an electronic health records database.
That was awesome because -- we did it
for fraud. So we didn't want people
submitting a record more than once and
getting paid for it because it was
like the invoice.

But then we said, wow, we
have a hundred thousand records and
each one has a before and after
picture. We said this would be a
great tool for quality. So we had one

BRIAN MULLANEY - VOLUME I
because a hundred people could pay.
We go to them and say we want to scale
you up and help you, how much does it
cost to do a surgery and they would
say \$800.

We would say we will give
you 250 but we will buy a thousand of
them, and we would scale them up,
while monitoring their quality and
monitoring their financial integrity
with anti-fraud stuff to make sure the
quality and safety was good and that
the money was going where we wanted it
to.

Q How did you -- how did they
pay for the other \$550 of the \$800
surgery, if you only gave them 250?

A The \$800 was because they
went to our website and they saw it
cost 750 or whatever. That was a
fictitious number. We would haggle
with them. Some hospitals are poorer
than others or richer than others.

We would try to find a good

BRIAN MULLANEY - VOLUME I
of our expert cleft surgeons in Texas
start reviewing them and grading them
and so that program grew and pretty
soon we had a quality rating for every
participating surgeon.

So any month we could say
here are our ten worst surgeons and
wrap our arms around them or help them
or make them better and we had the
leverage with the money, that they
would do whatever we wanted and send
an American surgeon there.

Q Okay.

So during this period, you
started doing direct mail?

A Yes.

Q Those direct mail
solicitations I take it were
successful?

A Yes, beyond our wildest
dreams.

Q So let's go to 2010.

I think you said it was that
things started -- the relationship

<p style="text-align: right;">Page 74</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 with Mr. Wang started to change.</p> <p>3 A Right. So since 2007, if</p> <p>4 you look at our board stuff, I would</p> <p>5 mention, wow, we got \$20 million extra</p> <p>6 in the bank. We got \$30 million extra</p> <p>7 in the bank. We got 40 million extra.</p> <p>8 It kept growing.</p> <p>9 My name was on all the</p> <p>10 letters. I knew a lot of the donors,</p> <p>11 so it made me uncomfortable. As early</p> <p>12 as 2006, 2007, I talked about</p> <p>13 expanding the program. Then 2008 came</p> <p>14 along and the world fell apart.</p> <p>15 Q What do you mean -- what do</p> <p>16 you mean by "expanding the program"?</p> <p>17 A We were only doing cleft</p> <p>18 surgeries, and I'd visit these</p> <p>19 hospitals and they would say, Brian,</p> <p>20 and they begged me to go to the burn</p> <p>21 ward or begged me to go to the</p> <p>22 orthopedic ward and see the crippled</p> <p>23 kids with clubfoot or beg me to see</p> <p>24 fistula -- you know, because all these</p> <p>25 hospitals are overflowing.</p>	<p style="text-align: right;">Page 76</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: Yeah, and it's</p> <p>3 untruthful. It's not Harvard</p> <p>4 going into an endowment. The</p> <p>5 donors expected us to spend it. I</p> <p>6 was writing letters saying your</p> <p>7 donation is going to give a kid a</p> <p>8 second chance at life, not sitting</p> <p>9 in some bank, Brown Brothers.</p> <p>10 So I was pushing and I</p> <p>11 didn't want to run a bank. So in</p> <p>12 the September board meeting, as</p> <p>13 you can see in the minutes,</p> <p>14 October 2009, I went to the board</p> <p>15 and said this is getting</p> <p>16 ridiculous. We are over a hundred</p> <p>17 million now, and we talked about</p> <p>18 it before, but I want to go do</p> <p>19 some testing for blindness, to see</p> <p>20 if a blindness direct mail piece</p> <p>21 would work. And the board said</p> <p>22 yes at that meeting. And so we</p> <p>23 spent the fall doing that. We</p> <p>24 decided not to do the mailer</p> <p>25 because the mailer takes</p>
<p style="text-align: right;">Page 75</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 We were like the rich white</p> <p>3 guys coming and only helping clefts</p> <p>4 when they had much bigger problems.</p> <p>5 Q Okay.</p> <p>6 A The money kept mounting up.</p> <p>7 And 2008 came. I put all my plans on</p> <p>8 hold. In 2008, we panicked also when</p> <p>9 Lehman went down and we cut all of our</p> <p>10 contributions around the world to all</p> <p>11 our partners because we thought the</p> <p>12 world was coming to an end.</p> <p>13 It turned out to be one of</p> <p>14 our best years ever in terms of</p> <p>15 fundraising. So now it's 2009 and we</p> <p>16 are back and raising much more than we</p> <p>17 need and the surplus is 90 million, a</p> <p>18 hundred million. It's not good. So</p> <p>19 in --</p> <p>20 MR. LILIEN: What is not</p> <p>21 good, I'm sorry?</p> <p>22 THE WITNESS: It's not good</p> <p>23 to raise that money and not spend</p> <p>24 it.</p> <p>25 MR. POLKOWITZ: Excess cash?</p>	<p style="text-align: right;">Page 77</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 three months to figure out. It's</p> <p>3 got a longer lead time where you</p> <p>4 can place an ad in The New York</p> <p>5 Times and see if it works or not.</p> <p>6 So we placed ads in The New</p> <p>7 York Times and Wall Street Journal</p> <p>8 that fall, and the results were</p> <p>9 very encouraging.</p> <p>10 MR. LILIEN: What did the ad</p> <p>11 say?</p> <p>12 THE WITNESS: Well, the</p> <p>13 first ads -- we knew nothing about</p> <p>14 blindness. So we said, a seven</p> <p>15 cent tablet of vitamin A will keep</p> <p>16 this kid from going blind. That</p> <p>17 was one ad. A \$7 pair of glasses</p> <p>18 will let this kid go to school.</p> <p>19 And the third one was a \$250</p> <p>20 surgery would give this blind kid</p> <p>21 their eyesight back.</p> <p>22 MR. LILIEN: And the board</p> <p>23 approved spending Smile Train's</p> <p>24 funds --</p> <p>25 THE WITNESS: Yes.</p>

<p style="text-align: right;">Page 78</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 MR. LILIEN: -- to launch</p> <p>3 this program?</p> <p>4 THE WITNESS: To do the</p> <p>5 test.</p> <p>6 MR. LILIEN: To do the test?</p> <p>7 THE WITNESS: Yes.</p> <p>8 MR. LILIEN: Was Mr. Wang</p> <p>9 one of those board members that</p> <p>10 approved it.</p> <p>11 THE WITNESS: Yes. Yes.</p> <p>12 He's revised a lot of his stuff.</p> <p>13 Yes. The minutes show it and</p> <p>14 presentation shows it and</p> <p>15 Rob Smith, who was there, will</p> <p>16 tell you, and the other board</p> <p>17 members.</p> <p>18 So I was all excited. Now,</p> <p>19 it's February 2010, and I go to</p> <p>20 the board with these results that</p> <p>21 are good and my plan -- my plan</p> <p>22 was, look, we can't spend more</p> <p>23 than 40 million a year on clefts.</p> <p>24 We were trying to give it away in</p> <p>25 China. We were buying vans like a</p>	<p style="text-align: right;">Page 80</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: Not much,</p> <p>3 because it was an acquisition, and</p> <p>4 I don't know -- 40, 50 grand,</p> <p>5 something like that.</p> <p>6 MR. LILIEN: Okay.</p> <p>7 THE WITNESS: So Wang came</p> <p>8 along later and shut it all down</p> <p>9 and dispersed that to blindness</p> <p>10 charities.</p> <p>11 So I forget where I was.</p> <p>12 BY MR. CURCHACK:</p> <p>13 Q Why did he shut it down?</p> <p>14 A Well, let me finish with the</p> <p>15 meeting so you have the full context.</p> <p>16 Q Sure.</p> <p>17 A So previously in that fall</p> <p>18 also, or that summer, the Chinese</p> <p>19 government -- they knew us now. We</p> <p>20 were the biggest children charity in</p> <p>21 China, and we met the administrative</p> <p>22 of health. They have 75,000</p> <p>23 hospitals. We had money coming out of</p> <p>24 our ears, so we said let's go to the</p> <p>25 government and see if they will help</p>
<p style="text-align: right;">Page 79</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 drunken sailor. There was no way</p> <p>3 to spend more, and the surgeries</p> <p>4 had stopped growing.</p> <p>5 So we grew from 2,000 to 20,</p> <p>6 30, 40. They leveled off at</p> <p>7 around 120,000 surgeries a year</p> <p>8 and --</p> <p>9 MR. LILIEN: What did you</p> <p>10 do, Brian, with the money you</p> <p>11 raised from this test program?</p> <p>12 THE WITNESS: Oh, Wang shut</p> <p>13 it down, and we gave it to</p> <p>14 charities that do blindness.</p> <p>15 MR. LILIEN: Let's explore</p> <p>16 this for a moment.</p> <p>17 THE WITNESS: Yeah.</p> <p>18 MR. LILIEN: When were the</p> <p>19 ads placed, approximately when?</p> <p>20 THE WITNESS:</p> <p>21 December 2009 --</p> <p>22 November/December 2009, somewhere</p> <p>23 in January.</p> <p>24 MR. LILIEN: How much money</p> <p>25 was raised roughly?</p>	<p style="text-align: right;">Page 81</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 us expand.</p> <p>3 We are only in 150 hospitals</p> <p>4 in China. So the government of China</p> <p>5 was great. They go we want to go from</p> <p>6 150 to 400. This is after being in</p> <p>7 China for nine years, eight years, you</p> <p>8 know. So it's China, and they go</p> <p>9 boom. And we are in 400 hospitals in</p> <p>10 six months -- maybe a year. That is</p> <p>11 the beauty of China.</p> <p>12 But the surgeries didn't go</p> <p>13 up. We were all freaked out. Why</p> <p>14 aren't they going up. We go, did they</p> <p>15 pick the wrong hospitals. Did they</p> <p>16 not give them directions? So we went</p> <p>17 to Steve Levitt, who is a brilliant</p> <p>18 guy. He's on our board of governors.</p> <p>19 We said, Steve, what do you think is</p> <p>20 going on here? And we gave him all of</p> <p>21 our records. And he's a brilliant</p> <p>22 guy. What he did -- I will keep this</p> <p>23 short.</p> <p>24 He said the median age of</p> <p>25 your patients when you started in 2001</p>

BRIAN MULLANEY - VOLUME I
 was 4 and a half years old. So in
 America, 5,000 clefts are born, and
 the median age is nine months when
 they get surgery. So it's four and a
 half years. Now it's close to two
 years. The median age has dropped
 down.

If you look at the
 distribution of the surgeries, many
 fewer 15-year-olds, 12-year-olds,
 nine-year-olds. Because in America,
 they are all nine months. Ethiopia
 the operating median age is 11,
 because they are poor. You see this
 relationship with the backdrop.

So he gave us these maps and
 showed us that. And we said, well,
 maybe it's China. Let's look at
 India. Same thing. India was poorer
 than China. Their median age started
 at six and half. After nine years of
 our surgeries and raising awareness
 about it and all of that stuff, it was
 down to three.

BRIAN MULLANEY - VOLUME I
 they are down to 105,000.

He didn't want spending to
 go down in China. He told us, you
 need to spend a lot of money
 there. My businesses are there.
 My future is there. We met the
 president of China. He met Jiang
 Zemin. I was with him meeting
 him.

He has a lot of stuff going
 on. He wanted spending up, up, up
 in China. He saw my plan, which
 was really -- I wasn't going to
 close down spending in China. And
 I knew that he wanted to spend in
 China.

I said blindness is a huge
 problem in China. He hated the
 idea. I said let's take five
 million out of 135 million was the
 backlog then. It's going up --

BY MR. CURCHACK:

Q By "backlog" you mean cash?

A Surplus of unused donations.

BRIAN MULLANEY - VOLUME I
 So we go, wow, we have this
 tool that can tell you. We have done
 many more surgeries than we thought.
 The backlog is almost cleaned up.
 These surgeries have no place to go
 but down. We really have to spend
 money on other stuff.

So that was part of my
 presentation. Wang hated that part
 because he wanted spending in China to
 go up.

MR. LILIEN: When was this,
 Brian?

THE WITNESS: This was at
 the board meeting in
 February 2010. So what I was
 saying was clefts are still going
 to be born, but the big number is
 the backlog. When you clean up
 the backlog, you're dealing with
 the new births.

I say clefts are going to go
 down. It is 125,000 today. If
 you go to the Smile Train website,

BRIAN MULLANEY - VOLUME I
 In my presentation I said this is
 going to hit 500 million. Here is my
 data and here is my ideas and here is
 my plan and he reacted, pounded the
 table. He said that's bullshit.
 Surgery is going to go up. Steve
 Levitt is a moron.

MR. LILIEN: Was this the
 first time that you and Mr. Wang
 had that discussion?

THE WITNESS: No, I tried to
 sell it to him privately. And
 then he was really upset that day.
 And screamed. I don't think we
 should go into this expanding the
 mission and he said no, no. I
 want you to make that presentation
 and watch how your friend
 Don Murphy votes.

MR. LILIEN: When did that
 private conversation take place?

THE WITNESS: It happened
 immediately before that board
 meeting and it happened a month

<p style="text-align: right;">Page 86</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 earlier or two. I used to meet</p> <p>3 him privately and stuff.</p> <p>4 I was shocked. Don Murphy</p> <p>5 was a friend of mine who I brought</p> <p>6 on the board and he told me he</p> <p>7 controlled his vote. I said,</p> <p>8 well, look, I don't want to be out</p> <p>9 of sync with you. We have been</p> <p>10 friends 23 years. Let's work this</p> <p>11 out. And he said no, no. I want</p> <p>12 you to go ahead.</p> <p>13 MR. LILIEN: When you went</p> <p>14 into the board meeting, you were</p> <p>15 expecting a reaction from</p> <p>16 Mr. Wang?</p> <p>17 THE WITNESS: I always</p> <p>18 thought I could talk him into it.</p> <p>19 It was the right thing to do. We</p> <p>20 would have given -- restored the</p> <p>21 eyesight of a million kids in</p> <p>22 China as well. I knew that was</p> <p>23 important to him, and I respected</p> <p>24 that. We never would have had a</p> <p>25 Smile Train without him.</p>	<p style="text-align: right;">Page 88</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 going to keep raising \$150 million a</p> <p>3 year that wasn't going to be spent. I</p> <p>4 thought he would cool off.</p> <p>5 That was February. I said</p> <p>6 let's do a meeting in April. Let's</p> <p>7 have a strategic meeting on what to do</p> <p>8 with all this money. It was going to</p> <p>9 go up. He agreed to that special</p> <p>10 board meeting in April. Then I get on</p> <p>11 an airplane to India on March 3rd, and</p> <p>12 March 4th he started a takeover of the</p> <p>13 board.</p> <p>14 MR. LILIEN: What does that</p> <p>15 mean?</p> <p>16 THE WITNESS: He sent in Bob</p> <p>17 Bell, his accountant of 35 years,</p> <p>18 to our offices saying he need to</p> <p>19 go through all our books and all</p> <p>20 my expense accounts, looking for</p> <p>21 dirt.</p> <p>22 And they called me in India,</p> <p>23 the people running, crying, and</p> <p>24 said what is he doing. He said</p> <p>25 this is a board investigation.</p>
<p style="text-align: right;">Page 87</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Something had changed.</p> <p>3 He -- his businesses were all</p> <p>4 going bankrupt. His accountant</p> <p>5 Bob Bell told me all his</p> <p>6 businesses are bankrupt except</p> <p>7 Smile Train. I said, well,</p> <p>8 Smile Train isn't a business. He</p> <p>9 said, yeah, but it has a</p> <p>10 \$100 million.</p> <p>11 So I was met with fury. I</p> <p>12 thought we would have a</p> <p>13 discussion. He wouldn't let</p> <p>14 anyone discuss it. It was a</p> <p>15 disaster.</p> <p>16 BY MR. CURCHACK:</p> <p>17 Q So the board voted on your</p> <p>18 proposal to expand --</p> <p>19 A There wasn't any discussion.</p> <p>20 He pounded the table and screamed and</p> <p>21 that was it.</p> <p>22 Q Okay.</p> <p>23 And then what happened?</p> <p>24 A So he said -- I said, I</p> <p>25 didn't know what to do. I wasn't</p>	<p style="text-align: right;">Page 89</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Bob Bell says that. I call other</p> <p>3 board members, Rob Smith. There</p> <p>4 is no board investigation. There</p> <p>5 was no discussion.</p> <p>6 No, we don't need to do</p> <p>7 anything. When I called Don</p> <p>8 Murphy, I knew he was bought then.</p> <p>9 He paused and said, well, he's</p> <p>10 chair of the audit committee. I</p> <p>11 guess he can do whatever he wants.</p> <p>12 So they went looking through</p> <p>13 all this stuff. They found</p> <p>14 nothing. And the April meeting</p> <p>15 was coming up and I asked Ann Ziff</p> <p>16 to call Bob -- Don Murphy, who was</p> <p>17 a very close friend of hers,</p> <p>18 because he was the swing vote. We</p> <p>19 had six, seven people on the</p> <p>20 board, and three of them were Wang</p> <p>21 and his employees. And he would</p> <p>22 have four if he had Don Murphy.</p> <p>23 Don Murphy drove out and</p> <p>24 told Wang he wasn't going to go</p> <p>25 through with it. He chickened</p>

BRIAN MULLANEY - VOLUME I
out. That bought me more time at
the regular meeting. I was
running around to Jones Day and
law firms to stop him from taking
over the charity. There was
nothing I could do.

In June, he put another
lawyer on the board and an
accountant, in June, and voted him
out. Rammed him down our throat.
Then it was over. He called me
into his office a week later,
two weeks later and said you got
to figure out how to get lost.
This is all my money, and this is
my show now. So you have to find
a way to disappear.

That was July 7th.

BY MR. CURCHACK:

Q Did he fire you?

A No.

Q He asked you to resign?

A No. So that was July 7th.

And I asked him -- you know, he was

BRIAN MULLANEY - VOLUME I
him away that summer. They made me
leave. They went into executive
session, and then they held a kangaroo
court saying Mullaney has got to go.

The two independent
directors fought for me for like
three hours, but it just became how is
he going to go. Wang said walk him
out on the street. Screw him. They
said this is going to be a PR debacle.

So they brought me in and
said all right. If you resign, we are
going to let you finish your term to
June, and then we are going to give
you a consulting agreement and then we
are going to give you severance, and
we are going to give you all this
stuff.

I love the charity. I
didn't want to be in The New York
Times. I didn't want to be in a mud
fight with Charles Wang, who is a very
controversial guy. So I agreed to go.

Q And so there was -- you got

BRIAN MULLANEY - VOLUME I
just on a rampage. And then September
he called a special meeting of the
board, and we didn't know what to do
that summer. We were like he's going
to take it over and we called our
counsel for Smile Train of 10 years
and he said he couldn't call me back.
He was on vacation. He was secretly
hired by Wang that summer.

Q Who was that?

A Omar -- weird name.

Q Do you remember the firm
name?

A Patterson.

Q Patterson Belknap?

A He's a non-profit guy. So I
am calling him. I say I have a
director trying to take over the
company. He said I will have to call
you back. I am busy. He never called
us.

Then he marched in with
Wang. He was on his payroll. We
found secret documents. Wang hired

BRIAN MULLANEY - VOLUME I
some sort of severance package?

A No, they never honored any
of it. I got a few more paychecks and
then reneged on everything.

Q Did you ever sue them?

A No. They started suing me.

Q And without getting into
the --

A They wanted me to sue them,
but --

Q That litigation --

A Yeah.

Q -- was that ultimately
resolved?

A Which litigation?

Q You said they sued you.

A Oh, it's still going on.
This arbitration is the Charles Wang
thing. He sued me in State Court.

Q This is Smile Train, we are
talking about?

A Charles Wang sued me
personally in State Court.

Q Okay.

BRIAN MULLANEY - VOLUME I

A Then Smile Train file lawsuits against me in State Court that I didn't know about because I wasn't given notice. Then they filed a Federal lawsuit against me and WonderWork and then they filed a lawsuit against me in London.

Q Hang on. We are not at WonderWork yet.

A Okay. You are talking about after I left?

Q I am saying at the time you left Smile Train --

A Yes.

Q -- in September of 2010 --

A Yeah.

Q -- after that special board meeting --

A Yeah.

Q -- they offered you a severance package?

A Right.

Q And you said they honored it for a couple of months?

BRIAN MULLANEY - VOLUME I

THE WITNESS: I left in October.

MR. LILIEN: And then what happened after October?

THE WITNESS: They promised me \$500,000 by December to start my new charity WonderWork.

BY MR. CURCHACK:

Q They knew you were going to be starting a new charity?

A Yes.

Q Was that part of the discussions about the separation?

A Yeah, they said you want to do blindness? Go do blindness. Start your own charity. We will give you half a million dollars.

MR. LILIEN: In form of a grant?

THE WITNESS: Yes.

MR. LILIEN: Was that memorialized in writing?

THE WITNESS: Yes.

MR. LILIEN: How was that

BRIAN MULLANEY - VOLUME I

A Yeah. That was in October 13th, I signed it. They gave me three more paychecks, I believe, until April -- March, April and then they stopped without explanation. They promised me --

MR. LILIEN: Did you say March, April?

THE WITNESS: Yes.

MR. LILIEN: The timing -- I want to make sure I understand --

THE WITNESS: Special meeting in September.

MR. LILIEN: Yeah.

THE WITNESS: I said I will think about their offer. I agreed at the meeting in October and signed it --

MR. LILIEN: Did you leave --

THE WITNESS: -- under duress.

MR. LILIEN: You left the office --

BRIAN MULLANEY - VOLUME I

memorialized?

THE WITNESS: It's in my separation agreement.

BY MR. CURCHACK:

Q Was that a grant to the charity, or was that compensation to you?

A No. No. It was a grant to the charity.

Q To the charity?

A So they said that I would stay on the payroll through June and then I would get a one-year consulting arrangement and then I would get another bonus and all this stuff. It was all --

Q Okay. So a couple of specific questions.

You said -- they said they would pay you until June, but they stopped writing the checks in March or April?

A Yes.

Q They said they would give

1 BRIAN MULLANEY - VOLUME I
2 you a \$500,000 grant?

3 A Yeah.

4 Q Did that grant ever get
5 made?

6 A No.

7 Q So what did you do when they
8 stopped paying?

9 A I looked to them and asked
10 them why.

11 Q What did they respond?

12 A They never responded.

13 Q Okay.

14 And then at some point,
15 Charles Wang commenced litigation
16 against you personally?

17 A Yes, but before that
18 happened, the real humdinger was he
19 got rid of me in October, and my staff
20 was all shaking. He said all your
21 jobs are safe. But he got the staff
22 together and he told the staff that I
23 had been stealing from the charity for
24 years.

25 And he got the managers

1 BRIAN MULLANEY - VOLUME I

2 Q When you say "we" --

3 A Independent directors went
4 running to Jones Day and we
5 represented them/us and a sent letter
6 to the AG's office or charities bureau
7 saying you need to look into this.

8 A petition went online and
9 thousands and thousands of Smile Train
10 donors signed it saying they were
11 against this and some lawyer had told
12 Wang that it would be a rubber stamp
13 with the AG, and the minute he heard
14 the AG was going to look into what he
15 was doing, he withdrew the merger and
16 he blamed it all on me, so we stopped
17 it.

18 Q And then -- then he sued
19 you?

20 A Then -- that's February,
21 March. Then he tried to hire DeLois
22 back, and said I am trying to save
23 DeLois because the lawsuits are
24 coming. And come back and work for
25 me. You have to get away from Brian.

1 BRIAN MULLANEY - VOLUME I
2 together in December of 2010 and said
3 he was going to destroy me and if
4 anyone didn't have the stomach for it,
5 they should resign right now.

6 And then a month later, he
7 announces -- the first week of
8 February, he announces that he had
9 secretly met with -- because I stayed
10 on the board. I was a board member.

11 So at the February board
12 meeting, he announced that he had
13 secretly negotiated a merger agreement
14 with Operation Smile, and that all the
15 assets for Smile Train were going to
16 be sent to Virginia and that was the
17 new setup.

18 And a hundred million -- 125
19 million was going into a special
20 account he would control with his
21 employees.

22 Q Okay.

23 So did that merger ever
24 happen?

25 A No. We --

1 BRIAN MULLANEY - VOLUME I

2 And she politely declined.

3 And he filed state lawsuits
4 that summer 2011, and then the big one
5 was the Federal lawsuit in December
6 of 2011.

7 MR. LILIEN: When he claims
8 that you were stealing and told
9 your employees at Smile Train you
10 were stealing, what was he
11 referring to?

12 THE WITNESS: He was lying.

13 MR. LILIEN: What were the
14 allegations?

15 THE WITNESS: Oh, that was
16 it. He was saying I was stealing.
17 In the arbitration, he testified
18 for two days. He told the
19 arbitrator, you know, I gave
20 10 million to Smile Train and only
21 4 million ended up -- I gave to
22 Operation Smile and only 4 million
23 ended up there and Mullaney stole
24 that money.

25 He said that in his

BRIAN MULLANEY - VOLUME I
testimony, and the arbitrator
wrote it in his decision. He
just -- he's -- I don't need to
tell you about him.

MR. LILIEN: This is
Operation Smile, the 10 million
that you are referring to?

THE WITNESS: Yes, he made a
pledge of 10 million. He never
gave them that money. So he said
that and a lot of bad things about
me, and any one of my friends -- I
worked with these people for
10 years -- to talk to me, they
had to leave the office because
they were listening in on phone
calls.

He brought in all of his
employees. They started going
through everyone's direct mail and
reading who they are talking to
and stuff. They brought in a
high-end surveillance company to
put cameras everywhere in the

BRIAN MULLANEY - VOLUME I
so I said I didn't want to do that.

So that was the end of him.
And then I just was busy trying to set
up WonderWork and raising money for it
and running around doing that.

MR. LILIEN: Who represented
you after you fired the Proskauer
lawyer?

THE WITNESS: The next
lawyer -- I have had like ten --
was Jones Day for the Federal
lawsuit.

BY MR. CURCHACK:

Q Now, are the state suits
still going on?

A No, they were -- I wasn't
even aware of them.

Q So they've never been
settled, but --

A Yeah, they are. With the
Federal lawsuit, they were all wiped
away.

Q Federal lawsuit settlement
settled everything?

BRIAN MULLANEY - VOLUME I
middle of the night so none of the
employees would know it, to see
who they are talking with, meeting
with.

It was horrible. Everyone
was scared to death.

BY MR. CURCHACK:

Q Okay.

So I take it you had counsel
at the time in response to this?

A Yeah.

Q Who was your counsel?

A Well, when they stopped
paying me -- they didn't pay me the
grant. They didn't pay me -- I got a
human resource labor lawyer from
Proskauer.

Q Hm-hm.

A So he said this merger is
great. They will give you whatever
you want. Just tell Wang you helped
to do the merger, and they will give
you \$2 million to walk away. But I
spent 10 years building this charity,

BRIAN MULLANEY - VOLUME I

A Yeah, and I got a release
and they got a release but they
refused to include England, so they
got done -- the state lawsuits -- they
sued me in the Federal thing. That
took six months and cost a ton of
money.

When that was all tied up,
he launched the lawsuits in London
against me.

Q The Smile Train UK lawsuits?

A Yes.

Q And what happened to those?

A In the UK, we were raising
\$18 million a year out of a P.O. Box.
We had no office and no staff. The
auditor said where is this money
coming from? Who is doing all the
work? We were doing all the work in
New York.

So the auditors allocated
one-third of our highest three paid
employees to Smile Train UK and it was
deducted from our pay in the US and

BRIAN MULLANEY - VOLUME I
wired to us once or twice a year from
the UK.

The auditors knew about it.
We did it for six years. It's -- a
lot of multi-nationals do this. So I
had payroll come into me. He went to
the UK government and he said I was a
consultant that finagled my way onto
the UK board and I was stealing all
that money.

And to do that, he knocked
everyone off the board, including me,
and replaced them all with his friends
and got them to do the lawsuit and I
had to defend it. And to receive
compensation as a board member, you
have to do certain things, and we did
not do the paperwork because our
counsel in London didn't tell us, so
we didn't know.

So the Barrister who signed
the thing said, I am really sorry.
You got to pay all this money back,
but you have a suit against New York

BRIAN MULLANEY - VOLUME I
paid by the UK was money --

A It was out of my New York
paycheck.

Q So it wasn't additional
compensation?

A Uh-uh.

Q Did you actually receive the
money?

A Yes, I received the money
and paid taxes on it and then --

Q Here or there?

A Here.

Q Okay.

A And then had to pay it all
back, plus their legal fees.

Q Okay.

A It was horrible.

Q Who were the other -- you
said the top three officers.

A Yeah. It was Pricilla Ma,
who was like the chief marketing
officer, and DeLois Greenwood, who was
the chief operating officer.

They went to DeLois and said

BRIAN MULLANEY - VOLUME I
because it's income that they owe you.
And Rob Smith in Smile Train board
meeting said, we owe Brian this money.
Let's just pay him. And Wang said,
no, let him sue us for it.

It cost me a great deal of
time and anguish.

MR. LILIEN: What were you
compensated as a board member?

THE WITNESS: I wasn't paid
as a board member. I was paid as
an employee in New York doing
marketing work for the UK.

MR. LILIEN: I see.

THE WITNESS: So the top
three paid officers had one-third
of their pay deducted from the New
York pay and they went to London
and said it was incremental money
and I was stealing.

It was typical Wang. It was
a nightmare.

BY MR. CURCHACK:

Q So the money that you were

BRIAN MULLANEY - VOLUME I
you see what we are doing to Brian.
We won't sue you if you vote these
people on the Smile Train Canada board
or else we will crush you.

So I am still on the
sponsoring Canada board.

Q What is the sponsoring
Canada board?

A There were all these boards
around the world for Smile Train.

Q DeLois was on those boards?

A Yeah.

MR. LILIEN: What was the
relationship between the
countries -- the chapters -- what
way were they affiliated with New
York?

THE WITNESS: They were
directly controlled by New York,
established by then. They weren't
independent at all. It was all
Wang's friends, and they reported
to New York, and all the money got
sucked out of the UK and went to

<p style="text-align: right;">Page 110</p> <p>1 BRIAN MULLANEY - VOLUME I 2 New York. 3 MR. LILIEN: So these are 4 advisory boards. 5 THE WITNESS: No. You 6 needed a board in the UK, so we 7 had -- you know, legally, and we 8 have a good law firm then, you 9 know, and we had a good 10 years 10 with it. 11 But then he came along and 12 saw it as another opportunity. 13 MR. LILIEN: What I'm asking 14 is, in the individual countries, 15 were these separate corporations, 16 separate entities, or were these 17 programs or parts of the US 18 entity? 19 THE WITNESS: They were a 20 separate legal entity -- 21 MR. LILIEN: Okay. 22 THE WITNESS: -- controlled 23 by New York. 24 BY MR. CURCHACK: 25 Q So how long did this</p>	<p style="text-align: right;">Page 112</p> <p>1 BRIAN MULLANEY - VOLUME I 2 A No, it was Surgery for the 3 Poor. 4 Q Okay. 5 When did Surgery for the 6 Poor get organized? 7 A Right after I walked out the 8 door of Smile Train in October of 9 2010. I hired a lawyer and initiated 10 the process to get a -- set up a 11 501(c)(3). 12 Q Okay. 13 And what was the -- what was 14 the purpose of WonderWork? 15 A The mission? 16 Q I'm sorry, Surgery for the 17 Poor. 18 A The mission was to take the 19 successful strategy and business model 20 that we built of empowering local 21 doctors and local surgeons, which was 22 been very successful, and bring that 23 to even larger global health problems, 24 such as clubfoot, burns and blindness. 25 Q And has that always been the</p>
<p style="text-align: right;">Page 111</p> <p>1 BRIAN MULLANEY - VOLUME I 2 litigation go on before it was finally 3 resolved? 4 A Which litigation; the 5 Federal? 6 Q The Federal. 7 A I think that was filed in 8 December 2012, I believe. 9 Q Okay. 10 A Yeah, because -- I think it 11 was December 2012. Then we settled it 12 in June of the following year. We 13 settled it because the magistrate told 14 me that it would cost us 2 to 15 \$3 million to litigate. 16 Q That is the -- okay. 17 A The Federal. 18 Q US Federal case? 19 A Yeah. 20 Q Okay. 21 Let's move to the 22 establishment of WonderWork. 23 A Okay. 24 Q When -- the initial name of 25 WonderWork was not WonderWork, was it?</p>	<p style="text-align: right;">Page 113</p> <p>1 BRIAN MULLANEY - VOLUME I 2 mission of the organization? 3 A Well, we included a hole in 4 the heart and water in the brain 5 originally, but six months later we 6 did some test mailings with donors and 7 they didn't respond well to those 8 appeals, so then we scaled it back to 9 focus on just three causes. 10 Q Okay. 11 A number of the mailings 12 that I have seen when you signed them, 13 you say co-founder. 14 Who are the other founders? 15 A I know. People asked me 16 about that. I do that because there's 17 no such thing called as co-founder 18 syndrome. I was keeping it open 19 because I thought of a few people who 20 might join me and become a co-founder 21 and I never really got around to 22 inviting anyone, so I don't have a 23 co-founder. 24 Q At some point, I believe, 25 the WonderWork board -- just for the</p>

1 BRIAN MULLANEY - VOLUME I
2 record, I am going to use the word
3 "WonderWork," and it mean Surgery for
4 the Poor or WonderWork, depending on
5 what was in place.

6 Let me ask this foundation
7 question.

8 Is there any reason why
9 using one name or the other would be
10 inaccurate?

11 In other words, was there
12 some period of time when they overlap?

13 A No.

14 Q Okay.

15 I know at some point, the
16 WonderWork board of directors passed a
17 resolution to indemnify you for your
18 legal fees in connection with
19 Smile Train.

20 A Yeah.

21 Q Do you recall that?

22 A Vaguely, yes.

23 Q Okay.

24 And the resolution, I will
25 state for the record -- the document

1 BRIAN MULLANEY - VOLUME I
2 policy for that?

3 A An indemnity policy? You
4 mean D&O insurance?

5 Q Yes. Yes.

6 A Not to my knowledge, no.

7 Q Do you know why a claim
8 wasn't made?

9 A For our legal bills with the
10 Smile Train thing?

11 Q Yes.

12 A I believe I tried to get a
13 claim, but they said the accusations
14 were fraud and that's not covered by
15 D&O insurance.

16 Q You mentioned [REDACTED]
17 as someone you met while you were --

18 A I never met him, actually.

19 Q Tell me about your
20 relationship with him.

21 A He -- I used to correspond
22 with him and send letters. So he was
23 a reclusive Swiss billionaire who
24 owned a company called Uccel that
25 Charles Wang bought and he told --

1 BRIAN MULLANEY - VOLUME I
2 is in the record -- had a cap of
3 \$150,000.

4 A Yeah.

5 Q Do you recall what the
6 actual legal fees were?

7 A Well, what happened was I
8 got the lawsuit and it named me
9 individually. It was for actions that
10 I had taken to benefit WonderWork.

11 I raised millions of dollars
12 doing that, so I went to the board and
13 said they are suing me for raising --
14 I know this money went to me.

15 They said okay. We will
16 indemnify. The next week or month,
17 they put WonderWork as a defendant.
18 It became a non-issue and there was
19 haven't a cap and I never received any
20 money for legal fees.

21 So we hired Jones Day, and
22 they represented WonderWork and me.

23 Q Okay.

24 Do you know whether any
25 claim was made against the indemnity

1 BRIAN MULLANEY - VOLUME I
2 Wang don't tell him don't sell your
3 stock. Keep it. And he kept it and
4 became billions -- worth billions.

5 He felt a real debt to
6 Charles Wang. So when Wang started
7 Smile Train, he said I am going to
8 give him a million shares of stock.
9 Will you please match mine. Walter
10 said yes, because he owed Charles, you
11 know.

12 So I would write to him and
13 say we are starting Smile Train and
14 thank you. And he would write me back
15 letters saying -- you know, he's a
16 very accomplished, self-made billion,
17 worth 6, 7 billion.

18 He said of all the things I
19 have done in my life, starting
20 Smile Train is what I am most proud
21 of. So I invited him to China to meet
22 President Bush and the president of
23 China once.

24 He said I am too old, but
25 can my son come, so his son [REDACTED]

1 BRIAN MULLANEY - VOLUME I
2 came on that trip, and I have been
3 friendly with him ever since.

4 Q At some point, did you
5 approach -- at any time while you were
6 at Smile Train, were you aware of any
7 issues between [REDACTED]
8 [REDACTED], and Mr. Wang?

9 A Well, there was the issue of
10 CA suing Wang for \$600 million.

11 Are you talking about that?

12 Q Well, were the [REDACTED] on
13 the other side of that --

14 A The [REDACTED] are the largest
15 shareholders of CA. They conducted a
16 board of investigation that you guys
17 should look at that says Wang
18 masterminded the whole thing, and he
19 created a culture of fear and
20 betrayal.

21 Eight people went to prison.
22 And Wang used to tell me, because I
23 became friendly with [REDACTED],
24 he said you should tell him they
25 should drop their lawsuit for me

1 BRIAN MULLANEY - VOLUME I
2 Recommenced at 3:09.)

3 BY MR. CURCHACK:

4 Q Back on the record.
5 Two other questions before
6 we move past Smile Train.

7 At one point, did you learn
8 that a company called Infogroup had
9 been told they couldn't do work for
10 WonderWork?

11 A Yes.

12 Q And tell us about that.

13 A Well, the first week we
14 opened our office at WonderWork, TMT
15 called us up and quit because Wang --
16 Charles Wang made them quit.

17 And then he went on to get
18 Infogroup to quit and then two weeks
19 ago, he got -- he keeps doing it. He
20 got our Cajun company DMP, who I
21 worked with for 20 years, quit.

22 Q And how did you find out
23 that this happened?

24 A Well, Ron Bell called me at
25 TMT and said Wang put a gun to my

1 BRIAN MULLANEY - VOLUME I
2 because they are paying my law fees
3 and I am going to drive them up into
4 hundreds of millions of dollars.

5 The legal fees were \$500
6 million.

7 Q Other than the million
8 shares of CA stock, did the [REDACTED]
9 ever contribute anything to
10 Smile Train?

11 A Oh, yes. They were
12 incredibly loyal donors. They gave
13 \$50 million in total. 35 million
14 initial gift, and then 5 million a
15 year after that.

16 Q When did that stop?

17 A That stopped when I left.

18 Q Okay.

19 Did you approach them about
20 giving money to your new organization?

21 A Yes.

22 Q And they agreed to do that?

23 A Yes.

24 (Whereupon a Recess
25 Commenced at 2:51 and Testimony

1 BRIAN MULLANEY - VOLUME I
2 head. They told us under no uncertain
3 terms.

4 Q Okay.

5 MR. LILIEN: When did that
6 happen?

7 THE WITNESS: That
8 happened -- we were in our
9 brand-new offices, first day of
10 the first week, which was
11 September or October 2011.

12 And then Digital Pulp, he
13 told them they couldn't come over.
14 That was a web firm we wanted to
15 use. We couldn't use them.

16 MR. LILIEN: After that
17 period, did you ever work with
18 them?

19 THE WITNESS: No.

20 BY MR. CURCHACK:

21 Q Okay.

22 A We did work with TMT
23 afterwards. It was weird. This was
24 the Help -- to HelpMeSee account. We
25 hired them -- actually, we hired them

1 BRIAN MULLANEY - VOLUME I
2 before we did. They came back, and it
3 was really mysterious. We couldn't
4 understand why.

5 I think it was to spy on us
6 or something, because then they quit
7 again and then had to find another
8 firm.

9 We paid TMT six-hundred
10 grand a year when I was there running
11 Smile Train. Today they make
12 1.8 million under Wang.

13 Q Okay.

14 Where did you meet Hana
15 Fuchs?

16 A I met Hana Fuchs at
17 Smile Train before I took over. She
18 came from Sesame Street. Boris -- I
19 forget his last name -- brought her
20 over.

21 Q And did you know DeLois
22 Greenwood before?

23 A Yes, I met DeLois Greenwood
24 way back in '94 when I was merging my
25 charity into Operation Smile.

1 BRIAN MULLANEY - VOLUME I
2 evolving of the direct mail, you know,
3 things like that.

4 Q You mean the business plan
5 model?

6 A Yeah.

7 Q How to raise funds?

8 A Yeah. Direct mail has
9 changed a lot since I was at
10 Smile Train. It doesn't work as well
11 as it used to because a lot of the
12 donors have died.

13 It's a demographic thing.

14 So we have been forced to kind of
15 pivot and we have been trying to
16 evolve our mail program from a
17 Smile Train, mail a hundred million
18 people, to mail like 10 million but
19 make them high-end people, and stuff
20 like that.

21 Q Okay.

22 A But I don't know if that's
23 the mission.

24 Q By "mission," I mean, you
25 know, the --

1 BRIAN MULLANEY - VOLUME I

2 Q So that was before
3 Smile Train was even --

4 A Yes.

5 Q -- around?

6 When did you meet Karen
7 Lazarus?

8 A Karen Lazarus used to be my
9 assistant when I had my ad agency,
10 Schell Mullaney. We have been
11 together for 18 years.

12 Q Who is responsible for
13 developing the mission of WonderWork?

14 A Well, the board is
15 governance, so they have ultimate say
16 on what we do. And, you know, you say
17 developing -- I mean, we had the
18 mission from the beginning, but
19 changes to it would be the board or
20 governance.

21 Q Other than dropping the hole
22 in the heart and hydrocephalous, have
23 there been any changes in the mission?

24 A Well, that's the program
25 mission. There have been slight

1 BRIAN MULLANEY - VOLUME I

2 A The reason for being?

3 Q The reason for being, yes.

4 A No, our reason for being is
5 to do surgeries for people who don't
6 have access to it.

7 Q Let me mark as an exhibit --
8 at some point, did WonderWork apply
9 for -- I don't know if the right word
10 is certification by the Better
11 Business Bureau?

12 A Yes.

13 Q And whose decision was it to
14 do that?

15 A Well, we always wanted it
16 and it was kind of a no-brainer. It
17 wasn't really a decision, but we
18 couldn't do it until we had five board
19 members. So the meeting that we had
20 five board members -- I think that was
21 the one requirement we didn't fulfill.
22 We raced out and applied for it.

23 Q And when was that?

24 A Probably two years ago this
25 December, I am thinking. I don't

<p style="text-align: right;">Page 126</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 know.</p> <p>3 Q December 2015, roughly?</p> <p>4 A Yes, I think.</p> <p>5 Q Okay.</p> <p>6 A I don't know exactly.</p> <p>7 MR. CURCHACK: I would like</p> <p>8 to ask the reporter to mark a</p> <p>9 document that's called "WonderWork</p> <p>10 Measuring Effectiveness Policy."</p> <p>11 It bears production number</p> <p>12 0070025, and ask you if you recall</p> <p>13 ever seeing this.</p> <p>14 (Exhibit 1 is Marked.)</p> <p>15 THE WITNESS: I don't know</p> <p>16 if I have seen it.</p> <p>17 By MR. CURCHACK:</p> <p>18 Q Okay.</p> <p>19 I believe this is a part of</p> <p>20 the Better Business Bureau</p> <p>21 application.</p> <p>22 A Oh.</p> <p>23 Q One of the requirements</p> <p>24 was -- let me ask a different question</p> <p>25 first.</p>	<p style="text-align: right;">Page 128</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 meeting.</p> <p>3 MR. CURCHACK: Okay.</p> <p>4 I would like to then mark as</p> <p>5 the next exhibit an e-mail from</p> <p>6 you to Karen, Hana and DeLois</p> <p>7 dated December 18, 2011. It bears</p> <p>8 production number 0246343.</p> <p>9 (Exhibit 2 is Marked.)</p> <p>10 By MR. CURCHACK:</p> <p>11 Q Do you recall sending this</p> <p>12 e-mail?</p> <p>13 A Can I review it?</p> <p>14 Q Sure.</p> <p>15 A (Reviewing.) Yes, I</p> <p>16 remember it.</p> <p>17 Q Okay.</p> <p>18 If you look at the last</p> <p>19 paragraph -- maybe next-to-last</p> <p>20 paragraph on the last page, it says,</p> <p>21 "As a small token of appreciation...I</p> <p>22 am going to give all of you a \$15,000</p> <p>23 year-end bonus."</p> <p>24 Do you know whether that</p> <p>25 bonus ever got paid?</p>
<p style="text-align: right;">Page 127</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Who was responsible for</p> <p>3 pursuing that Better Business Bureau</p> <p>4 application?</p> <p>5 A You mean filling out the</p> <p>6 form?</p> <p>7 Q And dealing with them as</p> <p>8 well.</p> <p>9 A I believe Hana did it or</p> <p>10 Karen.</p> <p>11 Q Do you have any involvement</p> <p>12 in it, in the application process?</p> <p>13 A No, other than saying please</p> <p>14 do it as quickly as you can.</p> <p>15 Q Okay.</p> <p>16 Do you know whether the</p> <p>17 board of directors ever adopted this</p> <p>18 measuring effectiveness policy?</p> <p>19 A I don't think we needed to.</p> <p>20 We measure our effectiveness at every</p> <p>21 single board meeting three times a</p> <p>22 year. We do all of these things.</p> <p>23 Q Okay.</p> <p>24 A So I don't know, but this is</p> <p>25 everything that we do at every board</p>	<p style="text-align: right;">Page 129</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A No idea.</p> <p>3 Q Okay. Okay.</p> <p>4 Who was the original board</p> <p>5 of WonderWork?</p> <p>6 A It was Ravi Kant, Ted Dysart</p> <p>7 and myself.</p> <p>8 Q Was there a chairman?</p> <p>9 A No.</p> <p>10 Q Okay.</p> <p>11 (Exhibit 3 is Marked.)</p> <p>12 THE REPORTER: 3.</p> <p>13 BY MR. CURCHACK:</p> <p>14 Q This is an e-mail from Karen</p> <p>15 Lazarus to Brian Mullaney dated</p> <p>16 February 12, 2016, production number</p> <p>17 0070023, and it's six pages.</p> <p>18 Does this refresh your</p> <p>19 recollection at all about your</p> <p>20 involvement in the Better Business</p> <p>21 Bureau application?</p> <p>22 A (Reviewing.) I guess so.</p> <p>23 Q You guess so or it does?</p> <p>24 A (Reviewing.) Yes. She ran</p> <p>25 this by me, and I gave her feedback or</p>

<p style="text-align: right;">Page 130</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 approved it.</p> <p>3 Q Okay.</p> <p>4 Do you recall having any --</p> <p>5 any of the comments that you made?</p> <p>6 A (Reviewing.) So where are</p> <p>7 my comments; in the red?</p> <p>8 Q I am not sure. If you don't</p> <p>9 recall, that's fine. We will move on.</p> <p>10 A I will move onto my e-mail.</p> <p>11 Okay. Sorry.</p> <p>12 (Reviewing.) So, yeah,</p> <p>13 these are my comments.</p> <p>14 MR. TRIVIGNO: When you say</p> <p>15 "these," there's two places,</p> <p>16 right, just to make sure?</p> <p>17 THE WITNESS: Well, I am</p> <p>18 reading from Brian Mullaney.</p> <p>19 BY MR. CURCHACK:</p> <p>20 Q So looking at page 3 where</p> <p>21 it says, "Thanks. My comment is</p> <p>22 below," is that what you are referring</p> <p>23 to?</p> <p>24 A Yes, in the caps.</p> <p>25 Q Okay.</p>	<p style="text-align: right;">Page 132</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A No.</p> <p>3 Q Okay.</p> <p>4 I would like to show you --</p> <p>5 MR. CURCHACK: -- mark as</p> <p>6 the next exhibit an e-mail number</p> <p>7 0254693.</p> <p>8 (Exhibit 4 is marked.)</p> <p>9 THE REPORTER: Exhibit 4.</p> <p>10 BY MR. CURCHACK:</p> <p>11 Q It's another e-mail thread.</p> <p>12 The first one is from you to Karen</p> <p>13 dated February 2nd. Then look at the</p> <p>14 second page.</p> <p>15 A Right. Second page.</p> <p>16 Q It's an e-mail from you to</p> <p>17 Karen.</p> <p>18 A (Reviewing.)</p> <p>19 Q Go to the third line</p> <p>20 beginning "Ravi is treasurer."</p> <p>21 Can you read that, please?</p> <p>22 A Yeah. "Ravi is treasurer,</p> <p>23 JJ Coneys is the lead director and</p> <p>24 secretary and I am chairman and CEO."</p> <p>25 Q So at some point you did</p>
<p style="text-align: right;">Page 131</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 If you look --</p> <p>3 A Well, I didn't type we</p> <p>4 didn't -- (Reviewing.) -- yeah, not --</p> <p>5 I misspoke. Not -- page 3, that's my</p> <p>6 e-mail. Here are my comments --</p> <p>7 (Reviewing.) Okay.</p> <p>8 Q If you look at page 4 of</p> <p>9 the --</p> <p>10 A Yeah.</p> <p>11 Q There's a reference to page</p> <p>12 4.</p> <p>13 A Yes.</p> <p>14 Q And it says, "Where does it</p> <p>15 say that? And if that is so, I am not</p> <p>16 the chairman as I wasn't during the</p> <p>17 last fiscal year."</p> <p>18 Do you see that?</p> <p>19 A Right.</p> <p>20 Q So is that you saying to her</p> <p>21 that you were not the chairman during</p> <p>22 the fiscal year before this?</p> <p>23 A (Reviewing.) Yes.</p> <p>24 Q But did you at some</p> <p>25 subsequent point become the chair?</p>	<p style="text-align: right;">Page 133</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 become the chairman of the board?</p> <p>3 A No. I found out it was</p> <p>4 illegal for me to be the chairman.</p> <p>5 Q Illegal in what way?</p> <p>6 A I think it is one of the BBB</p> <p>7 requirements as CEO, I cannot be</p> <p>8 chairman of the board.</p> <p>9 Q Okay.</p> <p>10 A So I found that out in or</p> <p>11 around that time. I was going to be</p> <p>12 chairman because I thought it was bad</p> <p>13 that we didn't have one, and -- but I</p> <p>14 never became it.</p> <p>15 MR. LILIEN: So did the</p> <p>16 board vote you in as chairman?</p> <p>17 THE WITNESS: We discussed</p> <p>18 it on the phone.</p> <p>19 MR. LILIEN: But if you look</p> <p>20 at the first -- if you look at the</p> <p>21 page --</p> <p>22 THE WITNESS: With the</p> <p>23 minutes?</p> <p>24 MR. LILIEN: Yes, the first</p> <p>25 page. It's 254693.</p>

BRIAN MULLANEY - VOLUME I

THE WITNESS: Yeah.

MR. LILIEN: This is your direction to Karen to write minutes --

THE WITNESS: Right.

MR. LILIEN: -- for the meeting based on your taking the minutes at the meeting.

THE WITNESS: Yeah.

MR. LILIEN: And one of the items is that you were -- it appears you were appointed to be service chair.

THE WITNESS: Yeah, I know it was a discussion we had. We didn't have a resolution, but I found out that I could not serve, so I did not become chairman.

I can find, I think, another e-mail explaining that to JJ and the other guys, but I never became chairman.

BY MR. CURCHACK:

Q And no one else became

BRIAN MULLANEY - VOLUME I

that to solve bigger global health problems such as clubfoot, blindness and burns and we were going to use the same direct mail model to finance that. It was like Smile Train 2.0.

Q When I said business plan, I was referring to the method of operations.

So it was direct mail, primarily?

A Yes.

Q Has that business plan ever changed?

A Yes, it's evolved. Our direct mail, we started out spending huge amounts on acquisition and it did not work as well as when we were at Smile Train, so we had to kind of pivot and reduce -- the original plan was five causes, and I was trying to raise \$5 million for each cause and actually was very close to it.

And then the whole Charles Wang thing with Smile Train blew up

BRIAN MULLANEY - VOLUME I
chairman?

A No one else became chairman, no, but JJ is the lead and the director.

MR. LILIEN: So since WonderWork was formed, has anyone served as chairman?

THE WITNESS: No.

MR. LILIEN: Who runs board meetings?

THE WITNESS: I do.

BY MR. CURCHACK:

Q Okay.

What was the business plan for WonderWork initially?

A It came from Smile Train. I can find it for you and send it to you, if you'd like, if you don't have it.

Q Describe it for me.

A The business plan was to take this successful model of empowering local doctors and exactly what we did to Smile Train and import

BRIAN MULLANEY - VOLUME I

and I lost a lot of donations, as you can read in one of these things. So that killed us. So we trenched from that and we said, well, we have enough capital to do three causes: Burns, clubfoot and blindness.

But as we did that, we found out that donors responded better to blindness than other causes, so we kind of evolved that and we also lost a lot of money on the lawsuits with Wang.

So from our grand plans of seven years ago, we are not doing five causes. We are doing primarily blindness, because it is the cheapest and donors like it the best and you can help ten times the patients as per burns or per clubfoot.

Q That's because -- why can you help ten times as many?

A Because you can restore an adult's eyesight for 25 bucks and it costs 300 to do a burn surgery or 250

BRIAN MULLANEY - VOLUME I
to do a clubfoot and a child is about
\$300 cost. We make a contribution of
150.

Q Most of the pictures that I
have seen on the promotions for
WonderWork or one of the causes are
pictures of children, and I understand
that clubfoot is primarily a child --

A Right.

Q -- situation.

I am not sure about the burn
patients. I will come back to that.

Are most of the blind
patients, children or adults?

A No, 90 percent adults.

Q Why do you emphasize
children in the campaigns?

A Because we emphasize with
photos, but when I write all the copy
and I always say children and adults,
children and adults. We do have some
adults in the brochures.

But people have much more
empathy for children than adults.

BRIAN MULLANEY - VOLUME I

all ran away, so we were
struggling for -- to raise money and
HelpMeSee came along and they wanted
me to work for them or work with them,
but then they said, oh, I -- I said I
am looking five gals or guys with five
million apiece.

It started out they were
going to us a donation, then a loan,
and then it deteriorated to a service
agreement with them.

Q Who -- if I asked you who
was behind HelpMeSee, what would your
answer be?

A Two people: Jim Ueltschi
and his lieutenant, Mohan Thazhathu.

Q And how did you meet them?

A They approached me when they
were at Orbis and asked me to give
marketing advice and meet with their
board of directors.

Q Who is Orbis?

A Orbis was a huge blindness
charity started by Ueltschi's father.

BRIAN MULLANEY - VOLUME I
That's why we use kids.

Q What was the relationship --
what role did the relationship with
HelpMeSee play in the business plan
for Surgery for the Poor when it was
first set up?

A None.

Q Okay.

When Surgery for the Poor
was established, did it have a
relationship with HelpMeSee?

A No.

Q Did it ever have a
relationship with HelpMeSee?

A Yeah, a year after I kind of
developed the business plan.

Q And how did that come to
play?

A Well, again, we were
struggling because we had Charles
Wang, the front page of The New York
Times, the thing. So [REDACTED]
[REDACTED] was going to give me
five million and [REDACTED]

BRIAN MULLANEY - VOLUME I

Q So sometime in 2011 -- late
2011 time frame, we are talking, or
early 2012?

A Oh, no. 2009, 2010.

Q This is while you are still
at Smile Train?

A Yes.

Q So did they want to work
with you, or did they want to work
with Smile Train?

A They wanted a lot of things.
First of all, they wanted me to give
them marketing advice because they
thought the Orbis fundraising people
were bad.

They thought -- they admired
what we had done with direct mail.
They asked me to come in and I went to
a board meeting and presented them
with our results.

That was one thing. Then
they invited me to go to Orbis. I did
all this for free for them. I gave
them free stuff for a year.

<p style="text-align: right;">Page 142</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Then they asked me to come</p> <p>3 in and look at the marketing</p> <p>4 fundraising plans that their staff had</p> <p>5 created and I did that. And then I</p> <p>6 shared with them that we were thinking</p> <p>7 of expanding the program and stuff,</p> <p>8 and so they got all excited and</p> <p>9 submitted a grant proposal to</p> <p>10 Smile Train, asking us for money,</p> <p>11 which we looked at.</p> <p>12 It was unsolicited, but then</p> <p>13 we turned it down and we said, Wang is</p> <p>14 shutting down the blindness; we are</p> <p>15 not giving you any money for</p> <p>16 blindness.</p> <p>17 MR. LILIEN: Did your idea</p> <p>18 of expanding Smile Train and the</p> <p>19 blindness occur before, during or</p> <p>20 after your interactions with them</p> <p>21 regarding fundraising advice?</p> <p>22 THE WITNESS: Oh, after --</p> <p>23 my idea occurred before. I have</p> <p>24 that -- I don't know. You</p> <p>25 probably have it. I have the</p>	<p style="text-align: right;">Page 144</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 play golf with him next time</p> <p>3 you're down. I said sure. So I</p> <p>4 got to know him and met him, you</p> <p>5 know.</p> <p>6 BY MR. CURCHACK:</p> <p>7 Q So they approached -- did</p> <p>8 you have an employment agreement with</p> <p>9 Smile Train?</p> <p>10 A I did, yes. It was expired,</p> <p>11 but I did at the beginning.</p> <p>12 Q Did it have any restrictions</p> <p>13 on competition?</p> <p>14 A No, I don't believe it did.</p> <p>15 Q Did the other members of the</p> <p>16 board of Smile Train know that you</p> <p>17 were providing this free advice to</p> <p>18 Orbis initially while you were still</p> <p>19 working at Smile Train?</p> <p>20 A It's something -- I met with</p> <p>21 charities all the time and I still do</p> <p>22 and give them free advice. I did it a</p> <p>23 month ago.</p> <p>24 MR. LILIEN: Was there any</p> <p>25 work product that came out of</p>
<p style="text-align: right;">Page 143</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 structure from 2007, 2008 of an</p> <p>3 umbrella company that could run</p> <p>4 the street programs to help</p> <p>5 people.</p> <p>6 MR. LILIEN: To the best of</p> <p>7 your recollection, do they call</p> <p>8 you out of the blue, or do they</p> <p>9 contact you through someone else?</p> <p>10 THE WITNESS: No, I used to</p> <p>11 go to these CEO dinners for heads</p> <p>12 of charities. It met like every</p> <p>13 six months from some consulting</p> <p>14 group. I forget the name. So I</p> <p>15 met Mohan at one of those. And I</p> <p>16 think it was actually at</p> <p>17 Smile Train. I hosted it. We all</p> <p>18 took turns hosting it. So Save</p> <p>19 the Children, UNICEF. It was a</p> <p>20 great things. You talk about all</p> <p>21 your troubles.</p> <p>22 I met Mohan at that. He</p> <p>23 said I want you to meet Ueltschi.</p> <p>24 My father is in Vero Beach where</p> <p>25 Ueltschi is. He said will you</p>	<p style="text-align: right;">Page 145</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 those discussions?</p> <p>3 THE WITNESS: For Orbis?</p> <p>4 MR. LILIEN: Any -- either</p> <p>5 side.</p> <p>6 THE WITNESS: You mean like</p> <p>7 a direct mail letter or something?</p> <p>8 I told them to hire Ron Bell</p> <p>9 because I wasn't in a position to</p> <p>10 do direct mail. I tried to help</p> <p>11 them. They met with him and hired</p> <p>12 him but no, nothing.</p> <p>13 Our business wasn't into</p> <p>14 direct mail. And they fired Mohan</p> <p>15 and threw Ueltschi off the board</p> <p>16 six to eight months after I met</p> <p>17 them.</p> <p>18 BY MR. CURCHACK:</p> <p>19 Q And is that when they set up</p> <p>20 HelpMeSee?</p> <p>21 A Yes. So I helped them</p> <p>22 there. Wang said you are not doing</p> <p>23 blindness. That's that. We had done</p> <p>24 the test in The New York Times and</p> <p>25 stuff, so I sold him the logo for a</p>

1 BRIAN MULLANEY - VOLUME I
2 dollar in the name HelpMeSee.

3 Q You sold HelpMeSee, the
4 logo?

5 A And the name.

6 Q When you say "you," do you
7 mean you --

8 A Smile Train owned it, so
9 Smile Train did a letter. Wang wanted
10 it shut down. We gave him that. We
11 distributed the funds we raised to
12 blindness charities. I don't remember
13 which ones.

14 Q And after that \$1 sale, what
15 was your next contact with HelpMeSee?

16 A Well, it was -- it was very
17 fluid because Smile Train was blowing
18 up. Wang fired the whole staff. It
19 was in The New York Times. He hadn't
20 sued me yet, but it was just a mess.

21 He was in The Times blaming
22 me for the merger falling through. So
23 they were busy setting up HelpMeSee
24 and I was busy trying to set up my
25 next move, trying to figure out how to

1 BRIAN MULLANEY - VOLUME I

2 A Well, my dream was to set up
3 Surgery for the Poor and pick five
4 solvable things that was simple,
5 inexpensive surgery like clefts and
6 get one wealthy person who cared about
7 that particular thing.

8 So they cared a lot about
9 blindness. So I said blindness would
10 be your thing, but you would be the
11 patron or major donor. It would be
12 our charity. And I would find someone
13 else who cared about clubfoot and find
14 somebody else who cared about burns.

15 That was the goal, to raise
16 \$25 million. I felt very short of
17 that. I only raised 5 million. They
18 were very stubborn. They had a
19 different opinion. They wanted to do
20 it their own way and looked at me at
21 the end like some guy that's really
22 good at raising money.

23 Like I said, it went from a
24 grant -- they said we will loan you
25 five million. Interest rates are low.

1 BRIAN MULLANEY - VOLUME I
2 do it, stuff like that.

3 Q So after you set up Surgery
4 for the Poor, did you reach out to
5 them?

6 Did they reach out to you?

7 A Both. Both.

8 Q And tell us about it.

9 A Like I said, will you come
10 to New Jersey at the flight simulator
11 place. I went there and gave a little
12 pitch. You guys can have blindness.
13 They gave me their pitch and stuff.
14 It was, you know, an ongoing thing.

15 Q Tell me about --

16 A This is after I left
17 Smile Train.

18 Q Understood. But you're now
19 at Surgery for the Poor --

20 A That's just me in an empty
21 cubicle, 34th Street.

22 Q When you say you can have
23 blindness -- you said -- I think you
24 said to them you can have blindness.

25 What does that mean?

1 BRIAN MULLANEY - VOLUME I

2 We can loan it to you.

3 They kind of kept teasing me
4 for like a year and then it finally
5 devolved into a services agreement
6 that we ended up signing in August of
7 that year.

8 Q And that is the agreement
9 that ultimately went into arbitration?

10 A Yes.

11 Q Who was the five million
12 that you got? You said you only
13 raised five million.

14 A [REDACTED]

15 Q And what was his cause?

16 A Me, us. He knew DeLois,
17 Hana, all of us. He was here in New
18 York. When Wang fired them all, we
19 met with them and said we want to take
20 the plan that we developed at
21 Smile Train and I ran to Switzerland
22 right after I was -- left Smile Train
23 to talk to him and he said we would
24 help us.

25 And we didn't have our tax

1 BRIAN MULLANEY - VOLUME I
2 ID then, so we can't accept money, but
3 it was [REDACTED].

4 Q Out of the five potential
5 causes, did he have one --

6 A No, no.

7 Q -- he cared about
8 particularly?

9 A No, he didn't care.

10 Q So WonderWork entered into a
11 service agreement.

12 Did it enter into a similar
13 service agreement with anyone else?

14 A No. We considered it. It
15 was a nightmare, so no.

16 Q What was the nightmare?

17 A Well. That service
18 agreement, they had a Skadden Arps
19 lawyer on their side. We had no
20 lawyer representing us in negotiating
21 it.

22 They kept changing it and
23 making it more penal, this that and
24 the other thing. We at the end sent
25 it to Greg Lam, our lawyer, and he

1 BRIAN MULLANEY - VOLUME I
2 million dollars' worth of grant to at
3 Smile Train did really good work,
4 called me and asked if I would meet
5 with his marketing guy. I forget his
6 name.

7 And I met with him and I
8 showed him all of our direct mail.
9 But I have done this with a gazillion
10 charities because I don't view them as
11 competition.

12 I met with him. He said,
13 yes, sign us up. We want you to do
14 this for Mercy Ships. I told him we
15 were restricted for six months with
16 taking on other clients and we
17 couldn't do it. And --

18 Q Restricted under the --

19 A The contract says it was
20 exclusive for six months.

21 Q HelpMeSee?

22 A Yeah. I said we are
23 restricted. The more we had the
24 experience with HelpMeSee -- it was a
25 really negative experience, horrible,

1 BRIAN MULLANEY - VOLUME I
2 said [REDACTED]

3 [REDACTED]
4 [REDACTED]
5 [REDACTED]
6 So we called Ueltschi. We
7 showed it to our non-profit lawyer
8 Greg Lam, who is very respected out in
9 Kansas City. I forget the name of his
10 firm, but really great non-profit guy.
11 And Ueltschi said take it or leave it.
12 Screw it. I am not changing a word.

13 We were anxious to get
14 going, so we said, look, we have a
15 year. They can't fire us for a year.
16 Let's work our tail off, do the best
17 we can and at worse, it will be a year
18 we lose doing this, so --

19 Q And do you remember the
20 other companies that you were --
21 entities that you were considering
22 working with?

23 A Well, Mercy Ships -- the
24 cofounder of Mercy Ships,
25 Don Stephens, who I had given a

1 BRIAN MULLANEY - VOLUME I
2 so I said I don't think we are going
3 to be able to do it and I urged them
4 to hire Target Market Team, so we did
5 not do that, no.

6 Q In this context, who is
7 Perkins?

8 A Okay.

9 Perkins -- I went to see
10 Wyc Grousbeck, who owns the Celtics,
11 and he has a son who is blind and a
12 friend of mine knew him from Martha's
13 Vineyard and I met with him and he has
14 200 million in his charitable
15 foundation with his father, a very big
16 guy.

17 So he said, yeah, I like
18 your business plan. I don't know. I
19 like Smile Train. But maybe you could
20 help me. Would you do me a favor and
21 meet with two non-profits dearest to
22 my heart? One was Perkins School for
23 the Blind where his son goes and the
24 other one was Mass. Eye and Ear. He
25 put me in a cab that day and sent me

BRIAN MULLANEY - VOLUME I

there.

Q Okay.

What are your responsibilities at WonderWork?

A I am responsible for everything. We raise our money, meet our goals, keep our donors happy, do things by the book, and that our programs provide safe and quality surgeries for our target, which are extremely poor children and adults living in the poorest countries in the world.

Q And have those responsibilities changed over the years at WonderWork?

A No, same ones I had at Smile Train and same ones now. Budgets change.

Q Are there regular staff meetings at WonderWork?

MR. LILIEN: Off the record.

(Whereupon a Recess

Commenced at 3:48 and Testimony

BRIAN MULLANEY - VOLUME I

developing country, you know, visiting a partner.

Q Have you always lived in Boston?

A You know, I grew up in Boston and when I got out of college, I went to New York for 30 years and just moved back four years ago.

Q Okay.

So other than these meetings, how does information flow within WonderWork?

A E-mail and phone calls.

Q Do you have a practice of recording notes when you're on phone calls?

A No.

Q Do you have any e-mail other than the WonderWork account?

A Not that I use for business.

Q Okay.

I want to turn to direct marketing.

(Whereupon a Discussion is

BRIAN MULLANEY - VOLUME I

Recommended at 3:51.)

BY MR. CURCHACK:

Q Are there regular staff meetings at WonderWork?

A Yes.

Q And who attends those?

A Well, I am not there every week. So often they are weekly with DeLois, who is my COO, DeLois Greenwood, and then I will have a staff meeting -- we had more lately because of all this turmoil and stuff. We will have one with me, and we usually do a staff dinner in June, and a staff dinner at Christmas and stuff.

Q By "turmoil," you are referring to the bankruptcy?

A Yeah.

Q If you are not in New York, where are you?

A I live in Boston.

Q And have you --

A I travel quite a bit too, so either I am raising money or I am in a

BRIAN MULLANEY - VOLUME I
Held Off the Record.)

THE WITNESS: Can I explain something?

So we are talking about blindness surgeries and one thing you should understand is, if you operate on a 70-year old woman who is blind and give her her eyesight back, you save her for five years of blindness. She dies at 75, around there.

If you operate on a five-year old who is blind, you save them 70 years of blindness. So the adults are 90 percent or -- or very high. But a child is worth three or four or five adults in terms of numbers of years saved of blindness.

BY MR. CURCHACK:

Q How do you define blindness?

A Well, I don't define it. The medical people do. In America, it's 2200 is the definition of

<p style="text-align: right;">Page 158</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 blindness. The WHO is a different</p> <p>3 number. It's 3/60. It's about the</p> <p>4 same. But the thing about blindness</p> <p>5 is we are focused only on cataract</p> <p>6 blindness.</p> <p>7 So once you have cataracts,</p> <p>8 they progress until you're blind. So</p> <p>9 in America, people get cataracts --</p> <p>10 very mild cataracts and they can't</p> <p>11 drive at night. They get surgeries,</p> <p>12 outpatient thing, but over there, they</p> <p>13 have had it for years and they have</p> <p>14 been going blind and they come to get</p> <p>15 help when they can't work or they</p> <p>16 can't farm, stuff like that.</p> <p>17 A lot of the children who</p> <p>18 are born blind, they don't even know</p> <p>19 they are blind until they send them to</p> <p>20 school and realize they can't see the</p> <p>21 board or anything.</p> <p>22 So it's a continuum and it's</p> <p>23 not you're blind or you are not.</p> <p>24 Blindness can mean anything from no</p> <p>25 light or dark or no hand movement.</p>	<p style="text-align: right;">Page 160</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Q Okay.</p> <p>3 Does anyone else provide</p> <p>4 input?</p> <p>5 A Yes.</p> <p>6 Q Who?</p> <p>7 A My staff. They say Brian,</p> <p>8 this number is wrong. This is an</p> <p>9 exaggeration. This -- and so we go</p> <p>10 back and forth until we arrive at</p> <p>11 something that people find it</p> <p>12 acceptable.</p> <p>13 Q Who has the last word?</p> <p>14 A I do. Someone has to.</p> <p>15 Q What is the strategy that</p> <p>16 you use in developing the materials?</p> <p>17 A The strategy -- my goal is</p> <p>18 to write a letter so that the reader</p> <p>19 feels they are with me in Bangladesh</p> <p>20 or Afghanistan or Somalia or wherever</p> <p>21 I am.</p> <p>22 That's my goal and to be</p> <p>23 very intimate and honest with them and</p> <p>24 tell it like it is and not give a</p> <p>25 sanitized version, anything like that.</p>
<p style="text-align: right;">Page 159</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 They actually use the words hand</p> <p>3 movement on some of the charts and</p> <p>4 stuff to being legally blind where</p> <p>5 you're just insanely nearsighted and</p> <p>6 it's blurry and you can't see.</p> <p>7 Q But are the surgeries that</p> <p>8 you do on people who would meet the</p> <p>9 WHO standard of blindness?</p> <p>10 A Yeah.</p> <p>11 Q Okay.</p> <p>12 Who develops the content for</p> <p>13 WonderWork-branded mailings?</p> <p>14 When I say "WonderWork," I</p> <p>15 mean specifically WonderWork.</p> <p>16 A You mean not 20/20/20?</p> <p>17 Q Correct.</p> <p>18 For our conversation, when I</p> <p>19 say "WonderWork," I will generally</p> <p>20 mean WonderWork itself, and I will use</p> <p>21 the DBA's to mean 20/20/20, BurnRescue</p> <p>22 or FirstStep.</p> <p>23 Okay?</p> <p>24 A I write most, if not all of</p> <p>25 it for WonderWork.</p>	<p style="text-align: right;">Page 161</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 So that's my strategy when I write a</p> <p>3 letter.</p> <p>4 Q Okay.</p> <p>5 Is there a formula for the</p> <p>6 information that gets included in the</p> <p>7 solicitations?</p> <p>8 A Not really. Sometimes you</p> <p>9 write a long letter, and it works.</p> <p>10 Sometimes you write a short letter and</p> <p>11 it works.</p> <p>12 There is no formula -- it's</p> <p>13 more of an art than a science. So I</p> <p>14 would say no. Also we are always</p> <p>15 trying to do better. We are all</p> <p>16 driven by results, response rate, plus</p> <p>17 gift size, put together gives you your</p> <p>18 cost to raise a dollar.</p> <p>19 So we know what is good and</p> <p>20 what is bad and you're always trying</p> <p>21 to do a successful direct mail piece</p> <p>22 that beats your average and that</p> <p>23 raises a lot of money.</p> <p>24 Q And now let's turn to the</p> <p>25 DBAs.</p>

BRIAN MULLANEY - VOLUME I

A Right.

Q I will ask the same questions.

Who generally prepares the materials?

A Usually our direct mail vendor has been doing it. I have been really unhappy with their writing because it's usually some 22-year-old who has never been in a burn ward in Delhi, and it sounds like it.

So I have been writing -- over the last year, I have been writing much more even though it's more work.

MR. LILIEN: Which vendor are you referring to?

THE WITNESS: DMP -- not DMP. They are our Cajun people.

I am blanking on the name. Angela Scrubling (ph) is the president. Our current direct mail --

BRIAN MULLANEY - VOLUME I

Northeast or something. Four NorE [sic] or something like that.

They were horrible. We fired them and came back and then TMT came back to us and then TMT quit again and we had to do another search and ended up with CDR.

MR. LILIEN: When TMT quit the second time, did they give you a reason?

THE WITNESS: Yes.

MR. LILIEN: What was the reason?

THE WITNESS: They were threatened by Wang.

MR. LILIEN: Any more detail?

THE WITNESS: Susie Schaefer, the CEO, she is Wang's personal secretary. She is also vice chairman of the board, his secretary. She is at Smile Train. She goes back and reports to him and does whatever he says.

BRIAN MULLANEY - VOLUME I

BY MR. CURCHACK:

Q CDR?

A Yes.

Q Okay.

Is that the only direct mail firm that you have worked with over the years?

A No, I have worked with five or six.

Q Who was the first one that you?

A Russ Reid.

Q At --

A Sorry. You said over the years.

Q I did. I did.

A Yeah, WonderWork we started and a key part of our business plan was getting TMT. We raised \$700 million with them in Smile Train. We were a good team.

So they signed up with us and then Wang made them quit. Then we went to Boston and hired a firm called

BRIAN MULLANEY - VOLUME I

She was on the board for 10 years when I was there. She didn't say one word at the meeting on the board in 10 years.

BY MR. CURCHACK:

Q Do you recall when you started working with CDR?

A Not exactly, no.

Q Who is American List Counsel?

A I don't know.

Q Does WonderWork use any list brokers?

A Yes.

Q How did they find them?

A There are a million of them, because there are tens of thousands of lists. We use CDR's list broker for our first six, nine months with them. The guy was horrible.

So we -- this broker is horrible. He's on the phone. Sounds really bad. I went to the website with the list broker, and he was the

<p style="text-align: right;">Page 166</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 receptionist.</p> <p>3 MR. LILIEN: Brian, before</p> <p>4 you get into that, what is a list</p> <p>5 broker?</p> <p>6 THE WITNESS: A list broker</p> <p>7 goes out and gets your list. What</p> <p>8 do you want to reach? I am</p> <p>9 raising money for veterans. There</p> <p>10 are millions of lists you can</p> <p>11 rent. Nobody sells names. You</p> <p>12 rent names. They cost seven cents</p> <p>13 a name, ten cents a name.</p> <p>14 MR. LILIEN: What is a good</p> <p>15 list broker?</p> <p>16 THE WITNESS: A good list</p> <p>17 broker can help you find the right</p> <p>18 list and then negotiate great</p> <p>19 deals with you on the list.</p> <p>20 And it's getting more</p> <p>21 complicated because it used to be</p> <p>22 you just go by Habitat For</p> <p>23 Humanity's list or UNICEF's list</p> <p>24 or Frontgate catalog,</p> <p>25 Architectural Digest.</p>	<p style="text-align: right;">Page 168</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 know -- I told him my biggest</p> <p>3 problem, I was drowning in data.</p> <p>4 You mail all this stuff and it</p> <p>5 comes in. You are doing testing</p> <p>6 and stuff. And the vendors lie to</p> <p>7 you because they just want more</p> <p>8 tonnage, so the answer to every</p> <p>9 question is you got to mail more.</p> <p>10 He said it's a horrible</p> <p>11 thing. I am going to send you my</p> <p>12 smartest PhD for a year for free</p> <p>13 to work out of your office. Buy</p> <p>14 her a \$10,000 computer.</p> <p>15 The first thing she does --</p> <p>16 she comes in and we tell her what</p> <p>17 we do. You goes you people are</p> <p>18 idiots because you keep renting</p> <p>19 Walter's name and you mail him 40</p> <p>20 times and you are paying for him</p> <p>21 and he's not giving you any money.</p> <p>22 You got to stop mailing to Walter.</p> <p>23 So we said what should we</p> <p>24 do? She said stop buying this</p> <p>25 list. Let's get every name in</p>
<p style="text-align: right;">Page 167</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 We used to have all these</p> <p>3 lists, but now they are putting</p> <p>4 them all together in databases</p> <p>5 like Experian. You can buy a</p> <p>6 slice of that repository with</p> <p>7 different things, you know.</p> <p>8 BY MR. CURCHACK:</p> <p>9 Q Do you buy that from the</p> <p>10 repository, or does the list broker do</p> <p>11 that for you?</p> <p>12 A No. We buy it the</p> <p>13 repository with a list broker. It's</p> <p>14 like a real estate broker.</p> <p>15 MR. LILIEN: They get a cut?</p> <p>16 THE WITNESS: Yeah, they get</p> <p>17 a cut. They have great expertise.</p> <p>18 They can help you if they are</p> <p>19 good. But since you asked about</p> <p>20 this question, Steve Levitt, who</p> <p>21 is a brilliant guy -- he's on the</p> <p>22 board. He's the smartest guy I</p> <p>23 ever met.</p> <p>24 He was helping us at</p> <p>25 Smile Train and he says, you</p>	<p style="text-align: right;">Page 169</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 America. We will make our own</p> <p>3 list. She was a genius. And she</p> <p>4 did that. She took our average</p> <p>5 list cost from eight cents down to</p> <p>6 two cents.</p> <p>7 MR. LILIEN: What was she</p> <p>8 focused on?</p> <p>9 THE WITNESS: You can say do</p> <p>10 they have college education? Do</p> <p>11 they have a pool? Do they have a</p> <p>12 dog? Is their name Jack? Jack</p> <p>13 donates more than the name Ted.</p> <p>14 You do all these filters. You can</p> <p>15 generate a list.</p> <p>16 Have they given in the last</p> <p>17 12 months? What was the gift?</p> <p>18 It's predictive modeling. And</p> <p>19 Steve Levitt was involved too. We</p> <p>20 said, Steve, we are going to send</p> <p>21 30 million people this mailer for</p> <p>22 acquisition and he would take the</p> <p>23 30 million and he would take out</p> <p>24 eight, and say mail these 22</p> <p>25 million; eight are not going to</p>

BRIAN MULLANEY - VOLUME I
give you money.
BY MR. CURCHACK:

Q Where did the information to enable him to pull out that 8 million come from?

A You can get all this information. You can find out what the credit card is, when was the last time they used it, when was the last time they bought a car, when was the last time they gave to a charity.

There's all these things you can put on and above, but it's way above my pay grade. He did it. When he did that with that girl, we were at Smile Train and we were mailing 40 million homes a year. There's only 90 million homes in the US. We were mailing 40 million letters. Of the 90 million homes, only 20 million are worth mailing.

MR. LILIEN: Why is that?

THE WITNESS: Because they -- they are just not

BRIAN MULLANEY - VOLUME I
we hired her again at WonderWork in the beginning.

Q So this list construction that you are talking about was at Smile Train?

A Yes, yes.

Q I misunderstood.

A That was part of our business plan. Wow, if we can buy names for two cents instead of eight cents that gives us a huge advantage.

Q Well, when you started WonderWork, did you go back to the beginning of buying lists?

A Yes, renting lists. Yes.

Q And now doing what you had done --

A Right.

Q Okay.

A We did.

Q And why did you come back to that basic?

A We didn't have the money, and there were different causes. So

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profitable. You know, you have to take all the ways and how much you have to mail. We were getting half a percent response rate, so mailing 200 letters to get one check.

It's really data-driven.

With their help, we went from 40 million letters to a hundred million letters.

BY MR. CURCHACK:

Q Okay.

A Sorry. That was a long answer.

Q Okay.

Is Amee Kamdar the person you're talking about?

A Yes. Amee.

Q And how long did she work at WonderWork?

A Okay.

Not Smile Train. She came to us at Smile Train, lived with us for a year, went to Chicago and then

BRIAN MULLANEY - VOLUME I
at Smile Train, once you mail two or 300 million letters, you have all that experience.

So you put that in the computer and you can slice it and dice it and you can say, of these 200 million letters we sent, what type of people do we want go find lists that have those people on it.

MR. LILIEN: What kind of people are those?

THE WITNESS: Well, it's actually all kinds. Like, you want old ladies to give you 35 bucks and then they leave a million dollars in their will and you want 50-year-olds. You want 80-year olds.

It's kind of like Coca-Cola.

It's a pyramid, you want everyone and then you want to do a marketing program that treats them all the right way.

MR. LILIEN: When you wrote

<p style="text-align: right;">Page 174</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 acquiring lists for WonderWork --</p> <p>3 THE WITNESS: Renting lists.</p> <p>4 MR. LILIEN: -- renting</p> <p>5 lists, did you apply any of the</p> <p>6 similar principles you applied at</p> <p>7 Smile Train?</p> <p>8 THE WITNESS: Yes.</p> <p>9 MR. LILIEN: What were they?</p> <p>10 THE WITNESS: Well, for one</p> <p>11 we knew -- we knew what lists</p> <p>12 really worked for Smile Train.</p> <p>13 And it's a third-world surgery to</p> <p>14 help a kid, so there was an</p> <p>15 overlap. We predicted that any</p> <p>16 list Smile Train was using would</p> <p>17 work for us.</p> <p>18 MR. LILIEN: Work in what</p> <p>19 sense?</p> <p>20 THE WITNESS: Be effective.</p> <p>21 You are talking a donor.</p> <p>22 95 percent of the money raised in</p> <p>23 the US doesn't leave America.</p> <p>24 Very few Americans -- they want to</p> <p>25 help Boys' and Girls' Clubs. They</p>	<p style="text-align: right;">Page 176</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 tell you the source of the list; it</p> <p>3 just gives you the names?</p> <p>4 A No, they tell us the source</p> <p>5 and they tell us here is what this</p> <p>6 list performs. This is the usual</p> <p>7 response. Here is the people that</p> <p>8 bought the list. The list comes with</p> <p>9 a whole pedigree of stuff that you</p> <p>10 look at.</p> <p>11 Q And did you rely on</p> <p>12 information that you learned while you</p> <p>13 were at Smile Train to be able to list</p> <p>14 brokers when you were at WonderWork?</p> <p>15 A Yes. I never dealt with the</p> <p>16 list brokers, though. I never met</p> <p>17 them. I would meet the direct mail</p> <p>18 vendor and it was -- they would go --</p> <p>19 you know, just to be clear.</p> <p>20 MR. LILIEN: Who would then</p> <p>21 work with your list brokers?</p> <p>22 THE WITNESS: Well, they</p> <p>23 would do a list plan. They show</p> <p>24 me the list plan. They would say</p> <p>25 here is the list we come up to,</p>
<p style="text-align: right;">Page 175</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 want to help kids in Kentucky.</p> <p>3 We are going after a small</p> <p>4 group of people that care about a</p> <p>5 kid in India. It's very rare. So</p> <p>6 we mimic the whole Smile Train</p> <p>7 list and we knew a lot of them and</p> <p>8 hired the same list company that</p> <p>9 worked with Smile Train.</p> <p>10 MR. LILIEN: Your goal with</p> <p>11 renting the list is trying to find</p> <p>12 donors who are more likely to give</p> <p>13 to countries -- international</p> <p>14 countries?</p> <p>15 THE WITNESS: Yeah, it could</p> <p>16 be turned on because it's a</p> <p>17 children charity or a third-world</p> <p>18 charity and/or it's global health.</p> <p>19 But you never know, it could</p> <p>20 be the Republicans list or</p> <p>21 Democrats or, you know, Amnesty</p> <p>22 International.</p> <p>23 BY MR. CURCHACK:</p> <p>24 Q When you say you don't know,</p> <p>25 it's because the list broker doesn't</p>	<p style="text-align: right;">Page 177</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 and I would look at it and say I</p> <p>3 like this. I don't like this, you</p> <p>4 know. And it was frustrating</p> <p>5 because at Smile Train, as your</p> <p>6 volume goes up, it's harder to</p> <p>7 find quality so it degrades.</p> <p>8 So if I just mailed a</p> <p>9 million people, I could get a</p> <p>10 hundred dollar gift. But to mail</p> <p>11 a hundred million people, you're</p> <p>12 down to a \$20 gift.</p> <p>13 So the secret is to go up in</p> <p>14 volume and keep the quality up,</p> <p>15 so...</p> <p>16 BY MR. CURCHACK:</p> <p>17 Q I noticed on some of the</p> <p>18 mailings that have check the box for</p> <p>19 how much your donation is going to be,</p> <p>20 50, 75, a hundred --</p> <p>21 A Yeah.</p> <p>22 Q -- or \$88.</p> <p>23 A Yeah.</p> <p>24 Q Why does it say \$88?</p> <p>25 A I don't know the answer to</p>

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that. That's called a gift array.

Q Yeah.

A We test it and we go a hundred, 50, 75. You go 75, up -- you go up and down. You test it for things. What helped us a lot is to do an amount for a whole surgery, the average donor gives you 50 bucks.

But you would say if you give us \$250, you would be paying for an entire surgery for a kid with clubfoot and you became a founding member. People like that. We would see a bump in those. That is the reasoning.

Q When that \$250 came in, was it treated any differently than the five other \$50 contributors?

A No. But the donor would be treated differently. We would say, wow, they are a major donor. They gave us five times as much. You would write to them and thank them for that.

Q But their \$250 didn't

BRIAN MULLANEY - VOLUME I
because of all the turmoil, I've gotten much more involved. Usually we would only see that number at the end of the year in our 990 and our audited financials.

Q And what is your understanding of the basis on which that determination was made?

A Donor intent. If the donor intended it to go to a specific cause as it clearly is within our DBA then that qualifies as restricted.

If you can't tell the donor intent, you go to the appeal and say was the appeal written in a restricted way. If you send money, we are going to build a stadium at NYU. That's another way to do it.

And some people would just write notes, use this for burns, spend this in China, blah, blah, blah. Stuff like that.

So we keep track of all the notes during the year and at the end

BRIAN MULLANEY - VOLUME I
actually go to pay for a surgery?

A It goes in a big pot. We can't track that. We can't say we are sending the money now. All the DBAs were 100 percent restricted. It was going to all surgeries.

Q Let's segue into the next section, which is restricted and unrestricted --

A Okay.

Q -- funds.

Who is responsible for classifying donations as restricted and unrestricted?

A I am responsible for everything, but the way it worked for six years at WonderWork and at Smile Train is Hana, who I raised 700 million with, would sit down with KPMG at the end of the year and do our financials and say these are restricted, unrestricted and primarily that direction would come from KPMG.

This year has been different

BRIAN MULLANEY - VOLUME I
of the year, Hana would add it up with the auditors and with JJ Coneys, who is our chair of the audit committee and former vice chairman at PriceWaterhouse.

I had tremendous confidence in these people and faith. I would accept whatever they showed me with rare instances.

Q What were the rare instances?

A One issue was HelpMeSee legal fees. So Wang found out about the arbitration and he went and met with Jim Ueltschi and at this point, they had no counterclaims against us at all, no complaints, zero.

Wang met with Ueltschi secretly and said you should fire your lawyers. My lawyers have been suing Brian for years, and I will help you. So Ueltschi did that. Wang's lawyers got involved and then they concocted all of the claims of the arbitration

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and stuff.

And their motivation is to put us out of business and destroy us. Part of that is through legal fees, driving it through the roof. We offered to settle the arbitration for 600 grand and instead they spent 6 million.

And the thing -- I think I signed that we send in for the arbitration, we asked for two days of hearings and my lawyer told me it would take two months and cost 20 to 30 grand and it took four years.

So those legal fees -- I'm sorry for giving you long answers. I wanted to give you context.

Those legal fees were from our partnership with a partner and that we have given hundreds of thousands of dollars of stuff, so KPMG agreed and those fees went into our program expenses.

Q So that I am clear, you're

BRIAN MULLANEY - VOLUME I
legitimate program expense for that. Those allocations, Hana, again, does that at the end of the fiscal year with auditors by interviewing people, how much time are you working on this and that.

Q I am trying to understand why -- withdrawn.

Let me ask you a different specific question.

What do you consider a partner of WonderWork?

A A partner of ours is someone that we give money to provide surgeries --

Q Okay.

A -- and/or that we collaborate with for our mission in providing surgeries. So it could be like the [REDACTED], I consider a partner.

Q And how does --

A But 99 percent of them are

BRIAN MULLANEY - VOLUME I
talking about the legal fees with HelpMeSee?

A Yeah.

Q The HelpMeSee arbitration --

A Yes.

Q -- being treated as --

A A program expense.

Q -- a program expense?

What does a program expense mean to you?

A A program expense is an expense related to our program. It can be a wide variety of things.

Q I think you said earlier your programs are providing surgeries for blindness, clubfeet?

A Right. That is the end product but we have people on staff that go out and find these hospitals and monitor them, so we have salaries for that. We have overhead that we allocate towards that.

I go on trips. I was just in Bangladesh for that. That is a

BRIAN MULLANEY - VOLUME I
hospitals or NGOs.

Q Okay.

I can -- hospitals, I understand.

A Yep.

Q NGOs would be how -- how would they fit into the model?

A Because they provide surgeries, so we work through them. So the best clubfoot group in the world is [REDACTED].

We know them because we worked with them for decade at Smile Train. We give them our money for clubfoot, as well as a couple other places but primarily them and they have 20 orthopedic hospitals in the world for which they provide. They are kind of like a wholesaler.

Q Okay.

And how would the [REDACTED] fit into that?

A Well, part of our mission is safety and quality. So they help

BRIAN MULLANEY - VOLUME I
provide quality assurance with our
partners. One of their members is on
our medical advisory board and stuff
like that.

Anesthesia is super
important with surgery. That's where
all the trouble is and stuff. But
that's kind of a rare exception. We
don't have a lot of those, but that's
all I can think of.

Q That's fine.

And how is HelpMeSee a
partner?

A HelpMeSee is a partner
because we signed a contract with them
that we would give them millions of
dollars in grants and we started
writing them grants right away.

They said they have no money
for cataract surgeries four months
after they hired us and we gave them
235,000. Then we gave them another
150,000. Then we gave a \$400,000
grant. I gave them personally \$25,000

BRIAN MULLANEY - VOLUME I
creative and the writing and the
pictures and stuff like that.

Q And they would hire --

A TMT.

Q -- TMT or somebody like
that?

A Yeah.

MR. LILIEN: Would you
create their copy -- the content?

THE WITNESS: Their
intellectual content, yes.

BY MR. CURCHACK:

Q Okay.

And who would the money come
into?

A To them. We never touched
the money.

MR. LILIEN: These were
solicitations made under
HelpMeSee --

THE WITNESS: Yes.

MR. LILIEN: -- paper,
literature?

THE WITNESS: Yes.

BRIAN MULLANEY - VOLUME I
to help them with their mission of
providing cataract surgeries.

So the whole dispute arose
between us and them. The service
agreement, it was two like-minded
charities who were out to solve
cataract blindness. That was the
initial attraction before the
relationship deteriorated.

Q What did they hire you to do
for them?

You described it as a
services agreement, so --

A They hired us to help them
raise money. They didn't have any
expertise in it. They had a
two-person office. They hired us.
Hana set up their books. They didn't
have a G-out.

Q Did you send out mailings on
their behalf?

A Yes. We didn't send them,
because we are not registered to send
them. But we helped them develop the

BRIAN MULLANEY - VOLUME I
BY MR. CURCHACK:

Q Money would go to them?

A Yeah.

Q So where the grants come
into this?

A Well, as part of our
contract, we had to pay them -- I
forget -- I forget how much. But a
percentage of our fees from them, we
had to give them back in terms of
grants.

MR. LILIEN: I'm sorry, I am
not following that.

THE WITNESS: As part of our
contract, we had to give them back
a percentage of our fees from them
in grants.

BY MR. CURCHACK:

Q So they paid you -- I am
making up the numbers -- \$200,000 a
month.

You had to give them -- I am
making up the numbers -- you had to
give them a \$50,000 grant that month?

<p style="text-align: right;">Page 190</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A It was at the end of the</p> <p>3 contract or prorated, if the contract</p> <p>4 was terminated. In addition to that,</p> <p>5 we gave them grants of our own</p> <p>6 discretion, trying to be good guys.</p> <p>7 We are like why aren't you doing</p> <p>8 cataract surgeries.</p> <p>9 And the conflict they had is</p> <p>10 Ueltschi. They come from flight</p> <p>11 simulator world.</p> <p>12 You know this, right.</p> <p>13 Do you know this.</p> <p>14 MR. LILIEN: We are aware.</p> <p>15 THE WITNESS: Ueltschi's</p> <p>16 father invented the flight</p> <p>17 simulator. So they see everything</p> <p>18 through that. They wanted to</p> <p>19 develop an operating simulator,</p> <p>20 and they want to sell it</p> <p>21 commercially. They came to us and</p> <p>22 said we want you to raise money.</p> <p>23 We said nobody is going to give</p> <p>24 money for a simulator, but all</p> <p>25 these people need cataract</p>	<p style="text-align: right;">Page 192</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Q So -- so they could then in</p> <p>3 their mailings say we have done</p> <p>4 surgeries?</p> <p>5 A Yeah. They weren't telling</p> <p>6 the truth. Yeah. And I met with</p> <p>7 their auditor and told them.</p> <p>8 I said it's not fair to talk</p> <p>9 about showing pictures of kids or</p> <p>10 adults. Their direct mail is</p> <p>11 identical to ours and most -- very</p> <p>12 little of the money is going to</p> <p>13 surgeries.</p> <p>14 They spend more money on</p> <p>15 legal fees than they spend on</p> <p>16 surgeries.</p> <p>17 Q Let's go back to WonderWork</p> <p>18 as opposed to DBAs.</p> <p>19 A Sure.</p> <p>20 Q How does WonderWork account</p> <p>21 for funds raised under the WonderWork</p> <p>22 name as between restricted and</p> <p>23 unrestricted?</p> <p>24 MR. TRIVIGNO: Could we do</p> <p>25 timing, because there was a</p>
<p style="text-align: right;">Page 191</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 surgeries. You can do that.</p> <p>3 So if you look at their</p> <p>4 books or if you look at their 990,</p> <p>5 they are spending nothing on</p> <p>6 cataract surgeries. They are</p> <p>7 spending all their money on the</p> <p>8 simulator which they want to</p> <p>9 commercialize.</p> <p>10 So we -- we are doing all</p> <p>11 this direct mail for you, and we</p> <p>12 built their website and it says we</p> <p>13 will do one hundred thousand</p> <p>14 surgeries this year and they</p> <p>15 called up and said make it 70,000,</p> <p>16 make it 40,000, make it 30.</p> <p>17 They brought it down to</p> <p>18 nothing. We said why aren't you</p> <p>19 doing surgeries. We said we don't</p> <p>20 have money to do it. We said here</p> <p>21 is a grant from our own donors</p> <p>22 that we don't have to give you.</p> <p>23 It's not on the contract. Here is</p> <p>24 \$235,000.</p> <p>25 BY MR. CURCHACK:</p>	<p style="text-align: right;">Page 193</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 change?</p> <p>3 BY MR. CURCHACK:</p> <p>4 Q Okay.</p> <p>5 Sure. Initially.</p> <p>6 A Initially, it was all coming</p> <p>7 in unrestricted.</p> <p>8 Q Okay.</p> <p>9 A Because we needed the money</p> <p>10 for -- we were glad it was</p> <p>11 unrestricted, and so the appeals were</p> <p>12 unrestricted in general helping us,</p> <p>13 startup money.</p> <p>14 If you start at the</p> <p>15 beginning, help us get this new</p> <p>16 charity on track. We need your money.</p> <p>17 When the big direct mail</p> <p>18 wasn't working and we stopped</p> <p>19 acquisition, it cut our spending</p> <p>20 tremendously.</p> <p>21 Q When was that?</p> <p>22 A That was like two years ago,</p> <p>23 roughly. In the board reports, you</p> <p>24 will see I talked to the board. It's</p> <p>25 not working as well as we hoped. It's</p>

1 BRIAN MULLANEY - VOLUME I
2 not working like Smile Train. We have
3 to pivot. So we focused our efforts
4 to do direct mail but make it more
5 high-end.

6 We stopped spending seven,
7 eight million a year with these mass
8 mailing, which worked well but not
9 very good. The margin wasn't good.

10 Q Did you do mass mailings at
11 WonderWork, or did you do mass
12 mailings --

13 A Never at WonderWork.

14 Q Okay.

15 So just dealing with
16 WonderWork for the moment.

17 A Okay.

18 When that happened over
19 here --

20 Q "Over here" meaning --

21 A DBAs.

22 Q Okay.

23 A The nature of our appeals
24 changed and then became more explicit
25 at -- for WonderWork. So if you read

1 BRIAN MULLANEY - VOLUME I
2 I think you were talking in the
3 context of restricted,
4 unrestricted and having specific
5 language in your mailings.

6 That was the conversation.
7 You then referred to having some
8 of your materials referred to
9 helping Wonder -- there are lines
10 of people waiting for surgeries.

11 THE WITNESS: Yeah.

12 MR. LILIEN: How does that
13 relate to the restricted,
14 unrestricted?

15 THE WITNESS: It relates
16 because it says specifically your
17 money is going to go towards
18 surgeries.

19 MR. LILIEN: In your mind,
20 what does that mean?

21 THE WITNESS: It should be
22 restricted.

23 MR. LILIEN: For that
24 purpose?

25 THE WITNESS: Yes, if it's

1 BRIAN MULLANEY - VOLUME I
2 the letter, some of them say help us.
3 You know, we got a waiting list at
4 this partner. They need surgeries.
5 We need your help. Your money will go
6 to help pay for these surgeries, stuff
7 like that, or sometimes the appeal is
8 not, and it's general.

9 Q Do you recall when that
10 shift happened at the WonderWork
11 level?

12 A There was no specific. It
13 was like an evolution.

14 MR. LILIEN: Could you go
15 back to what you said a moment
16 ago, they help us; there are
17 waiting lists for surgeries?

18 THE WITNESS: Yeah.

19 MR. LILIEN: What point are
20 you making with that?

21 THE WITNESS: The urgency of
22 the problem. One-third of all the
23 blind are in India.

24 MR. LILIEN: Let me ask -- I
25 was asking a different question.

1 BRIAN MULLANEY - VOLUME I
2 that mailer. But I write all the
3 mailers, but I write different
4 kinds.

5 Sometimes it's Christmas,
6 and you say it's been a great
7 year. You helped us do this, this
8 and this. We want to thank you.
9 If you can help us again. You
10 know, stuff like that.

11 BY MR. CURCHACK:

12 Q When you prepare the
13 mailings, do you consider whether the
14 funds are going to come in restricted,
15 unrestricted?

16 A Not really.

17 Can I say that with an
18 exception like [REDACTED] said do a
19 matched program thing, so that mailing
20 was written for her, but that's an
21 exception.

22 Usually it's me trying to
23 write the most emotional thing I can.

24 Q So now, just dealing with
25 the period before the bankruptcy

1 BRIAN MULLANEY - VOLUME I
2 filing.

3 Did the way that WonderWork
4 classified its donations as
5 restricted, unrestricted, did that
6 change at any point?

7 A Yes.

8 Q Tell us about that.

9 A Well, we realized somewhere
10 around our June board meeting that --

11 Q June of what year, please?

12 A 2016.

13 Q Okay.

14 A We realized, wow, we are not
15 doing these huge mailings anymore,
16 which was kind of a relief to me
17 because it's a lot of money.

18 It was a lot of waste. The
19 net was very small, you know. So we
20 stopped doing that. We are not doing
21 any acquisition. We are limited with
22 blindness acquisition. So we said,
23 wow, our expenses have come down. We
24 don't have this huge direct mail bill.
25 We can probably live on our

1 BRIAN MULLANEY - VOLUME I
2 unrestricted money.

3 And we could tell donors a
4 hundred percent is going to surgeries
5 and stuff. So we have seven
6 employees, and our overhead is very
7 low and our rent is very low.

8 So in September, we
9 discussed that and then we said, Hana,
10 look at the numbers. Do you think we
11 can live on money coming in, primarily
12 [REDACTED] money and tell other
13 WonderWork donors their money will be
14 unrestricted also?

15 And we came to the
16 conclusion that we could, and in
17 September we put it on our websites
18 and our stationery in September of
19 last year.

20 Q And that is the line that
21 says 100 percent of your donation will
22 go towards our surgeries?

23 A Not surgeries, surgery
24 programs, because like I said, it pays
25 for all the stuff that goes with

1 BRIAN MULLANEY - VOLUME I
2 programs, people, overhead, rent, all
3 the allocations.

4 Q Tell us what you view those
5 allocations as being.

6 A Well, we have two program
7 people that spend almost all their
8 time on programs, don't do anything
9 else. We have two fundraising people,
10 Janet and Vera. They do nothing with
11 programs.

12 I am kind of a split. Hana
13 is split. At the end of the year,
14 Hana goes around with KPMG and decides
15 what the allocation is and how much do
16 I allocate for Brian's salary, rent,
17 overhead, all that stuff.

18 Q Hana decides how much to
19 allocate?

20 A The auditors really do, but
21 she enables it to happen.

22 Q Do you know how much of your
23 salary is allocated one way or the
24 other?

25 A I don't know offhand, but I

1 BRIAN MULLANEY - VOLUME I
2 see it at the end of the year. I
3 think it is usually half and half. I
4 don't know.

5 Q Did you ever question how it
6 was allocated?

7 A I don't remember.

8 MR. LILIEN: Do you see a
9 distinction between program and
10 restriction -- or restricted --
11 let me rephrase it a little
12 different.

13 It sounds as though -- I
14 don't want to put words in your
15 mouth, but it sounds like you are
16 using those program allocations --
17 cost allocations to program as
18 being the same criteria you use in
19 determining when a gift is
20 restricted.

21 Is that right?

22 THE WITNESS: No.

23 MR. LILIEN: Tell me --

24 THE WITNESS: I don't quite
25 understand what you are saying.

<p style="text-align: right;">Page 202</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 MR. LILIEN: Let me ask you</p> <p>3 a question.</p> <p>4 Well, let me ask you a</p> <p>5 question. When in your mind does</p> <p>6 the gift become restricted?</p> <p>7 THE WITNESS: All of our</p> <p>8 DBAs are restricted to WonderWork.</p> <p>9 The gift is restricted if the</p> <p>10 donor let's us know what their</p> <p>11 intent is or expectation.</p> <p>12 So if the donor is giving us</p> <p>13 400 grand, and the first 50 grand</p> <p>14 they say I want all my money going</p> <p>15 to surgeries, we treat it because</p> <p>16 we know them and that's their</p> <p>17 expectation.</p> <p>18 If you don't have any idea</p> <p>19 from the donor intent, you look at</p> <p>20 the appeal.</p> <p>21 MR. LILIEN: Okay.</p> <p>22 THE WITNESS: You see if the</p> <p>23 appeal is specific or general. If</p> <p>24 it's general, your gift will help</p> <p>25 in the general ongoing expenses.</p>	<p style="text-align: right;">Page 204</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Our staff is still tiny. Our</p> <p>3 overhead is low, but we appreciate</p> <p>4 your support.</p> <p>5 MR. LILIEN: What about a</p> <p>6 specific appeal?</p> <p>7 THE WITNESS: A specific</p> <p>8 appeal would be I just got back</p> <p>9 from Bangladesh. I met with three</p> <p>10 partners they have waiting lists.</p> <p>11 They have people that they are</p> <p>12 turning away. We need help for</p> <p>13 more surgeries. We are trying to</p> <p>14 reach a goal of 92,000 this year.</p> <p>15 Will you help us reach that goal?</p> <p>16 MR. LILIEN: And if</p> <p>17 something is restricted according</p> <p>18 to that appeal --</p> <p>19 THE WITNESS: Yeah.</p> <p>20 MR. LILIEN: -- what does</p> <p>21 the scope of that restriction</p> <p>22 mean? What do you think you could</p> <p>23 use that money for?</p> <p>24 THE WITNESS: That would</p> <p>25 have to be used, in my opinion,</p>
<p style="text-align: right;">Page 203</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 That's a general gift.</p> <p>3 If it's a specific appeal --</p> <p>4 I just got back from Bangladesh,</p> <p>5 and they need a new microscope,</p> <p>6 stuff like that. That would be</p> <p>7 restricted --</p> <p>8 MR. LILIEN: Can you --</p> <p>9 THE WITNESS: -- in my</p> <p>10 belief.</p> <p>11 MR. LILIEN: -- go a little</p> <p>12 further and give an example what a</p> <p>13 general --</p> <p>14 THE WITNESS: What an</p> <p>15 general appeal would be?</p> <p>16 MR. LILIEN: Yes.</p> <p>17 THE WITNESS: Oh, that would</p> <p>18 be an appeal that's talking about</p> <p>19 all the great things we are doing.</p> <p>20 Thank you, Jason, for helping us</p> <p>21 start this charity. We are in 43</p> <p>22 countries now. Our surgery is</p> <p>23 going strong. We are doing burns,</p> <p>24 clubfoot. We have a viral video</p> <p>25 that 16 million people just saw.</p>	<p style="text-align: right;">Page 205</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 for surgeries, surgery programs.</p> <p>3 MR. LILIEN: What would be</p> <p>4 included again --</p> <p>5 THE WITNESS: For that,</p> <p>6 blindness.</p> <p>7 MR. LILIEN: Let me ask you,</p> <p>8 what do you believe would be</p> <p>9 included in the surgery program?</p> <p>10 THE WITNESS: All the stuff</p> <p>11 the auditors say is program, so</p> <p>12 it's salaries, overhead,</p> <p>13 in-country costs, program costs.</p> <p>14 MR. LILIEN: And if your</p> <p>15 mailings had language on them that</p> <p>16 a donor has paid for all</p> <p>17 overhead --</p> <p>18 THE WITNESS: Right.</p> <p>19 MR. LILIEN: -- and</p> <p>20 administrative expenses --</p> <p>21 THE WITNESS: Right.</p> <p>22 MR. LILIEN: -- would you</p> <p>23 still think it's appropriate to</p> <p>24 use the restricted gift to pay for</p> <p>25 overhead?</p>

<p style="text-align: right;">Page 206</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: It's a good</p> <p>3 question. I don't know. So you</p> <p>4 are saying I write a general</p> <p>5 appeal, but it says all your money</p> <p>6 is going to surgeries?</p> <p>7 To me the donor read what</p> <p>8 you are doing with their money,</p> <p>9 and they responded to it.</p> <p>10 So, yes, I would say that's</p> <p>11 restricted.</p> <p>12 MR. LILIEN: For surgeries?</p> <p>13 THE WITNESS: Yeah. That's</p> <p>14 even more explicit than my</p> <p>15 example. You should know, too, we</p> <p>16 only put that on stationery in</p> <p>17 September and then we went</p> <p>18 bankrupt two months later.</p> <p>19 We did have that appeal --</p> <p>20 we did use that for five, six</p> <p>21 years at Smile Train, you should</p> <p>22 know too, and it was effective,</p> <p>23 but we got too big.</p> <p>24 BY MR. CURCHACK:</p> <p>25 Q Let me ask you another</p>	<p style="text-align: right;">Page 208</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A That's okay.</p> <p>3 Q Sometimes it says</p> <p>4 100 percent of your donation will go</p> <p>5 towards surgeries. Sometimes it says</p> <p>6 100 percent will go towards our</p> <p>7 surgery programs.</p> <p>8 A Right.</p> <p>9 Q Do you recall that that</p> <p>10 distinction exists?</p> <p>11 A Yes.</p> <p>12 Q And in your mind, what is</p> <p>13 the distinction?</p> <p>14 A Well, one is more accurate.</p> <p>15 I think the intent is the same, but</p> <p>16 it's more accurate language, programs.</p> <p>17 We got more buttoned up and said we</p> <p>18 should always use those words.</p> <p>19 Q So if money came in under a</p> <p>20 surgery-only appeal --</p> <p>21 A Yeah.</p> <p>22 Q -- you would have treated it</p> <p>23 as if it was for surgery programs?</p> <p>24 A Yes.</p> <p>25 Q Am I saying that correctly?</p>
<p style="text-align: right;">Page 207</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 question.</p> <p>3 MR. LILIEN: Brian, I just</p> <p>4 want to make sure I understand.</p> <p>5 If that same mailing said we</p> <p>6 will use your money for surgeries</p> <p>7 or our surgery programs --</p> <p>8 THE WITNESS: Yeah.</p> <p>9 MR. LILIEN: -- let me know</p> <p>10 if there's a difference between</p> <p>11 the two -- but didn't have the</p> <p>12 100 percent language on them --</p> <p>13 THE WITNESS: Yeah.</p> <p>14 MR. LILIEN: -- how would</p> <p>15 you view that --</p> <p>16 THE WITNESS: I would view</p> <p>17 it as restricted with a specific</p> <p>18 appeal.</p> <p>19 MR. LILIEN: Okay.</p> <p>20 I'm sorry.</p> <p>21 BY MR. CURCHACK:</p> <p>22 Q Some of the -- I don't want</p> <p>23 to take the time to pick out examples.</p> <p>24 We could, if it would help you. I am</p> <p>25 happy to.</p>	<p style="text-align: right;">Page 209</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A Yes, you should always say</p> <p>3 programs, and we didn't. We amiss in</p> <p>4 doing that. There's no way to say --</p> <p>5 where does it end? You pay for the</p> <p>6 anesthesia. You pay for the surgeon.</p> <p>7 It's impossible to separate it.</p> <p>8 MR. LILIEN: Is there any --</p> <p>9 sounds like what you are saying is</p> <p>10 that -- and correct me if I am</p> <p>11 wrong -- when it refers to</p> <p>12 surgeries or surgery programs, you</p> <p>13 would use or could use restricted</p> <p>14 money to pay not just for the</p> <p>15 surgeries but for the overhead or</p> <p>16 administrative expense allocated</p> <p>17 with a portion of the staff's</p> <p>18 time --</p> <p>19 THE WITNESS: I think so.</p> <p>20 MR. LILIEN: -- in arranging</p> <p>21 for or providing -- arranging for</p> <p>22 the surgeries and providing grants</p> <p>23 for the partners.</p> <p>24 Is there anything beyond the</p> <p>25 staff time -- I know you mentioned</p>

1 BRIAN MULLANEY - VOLUME I
2 travel before. You visit some of
3 the facilities.

4 Beyond the staff time and
5 beyond the travel expenditure, is
6 there anything else that would be
7 part of the surgery programs?

8 THE WITNESS: Well, you're
9 talking surgery programs.

10 Are you talking program
11 money.

12 MR. LILIEN: Let's start
13 with surgery program -- surgery to
14 surgery programs.

15 THE WITNESS: Nothing with
16 surgery programs. We have
17 awareness programs. It's part of
18 our mission to raise awareness.

19 We did a video that's 16
20 million people have seen. It was
21 the most favored video on the
22 National Geographic website for a
23 year.

24 MR. LILIEN: What video?

25 THE WITNESS: It's called

1 BRIAN MULLANEY - VOLUME I
2 in response to a mailing that said
3 surgery programs as opposed to
4 programs, then is there a distinction
5 there?

6 A That is a good question. So
7 you are saying could that money be
8 used to send out information? I don't
9 know. I don't know.

10 I have the auditor that
11 tells us that.

12 (Whereupon a Discussion is
13 Held Off the Record.)

14 (Exhibit 5 is Marked.)

15 THE REPORTER: 5.

16 (Whereupon a Discussion is
17 Held Off the Record.)

18 BY MR. CURCHACK:

19 Q Mr. Mullaney, I asked the
20 reporter to mark Exhibit 5, an e-mail
21 thread. The identification number
22 0020577. That's from -- the first
23 e-mail is from you to Hana dated
24 December 7, 2016.

25 Do you recall this e-mail?

1 BRIAN MULLANEY - VOLUME I
2 First Sight. It's about two
3 Indian girls -- sisters born
4 blind, we gave them their eyesight
5 back.

6 It got us donations from 92
7 countries, including Kazakhstan
8 where Borat is from. So we do
9 that.

10 We also have public
11 information stuff that -- that is
12 in the direct mail that is in all
13 our acquisition -- we are not
14 doing acquisition, so it's not
15 relevant.

16 That counts as program
17 spending but not surgery programs.

18 BY MR. CURCHACK:

19 Q So the informational
20 component is program but not surgery
21 program; is that correct?

22 A Well, the way he's asking
23 with the money, yeah, it's a program
24 expense.

25 Q But if the donation came in

1 BRIAN MULLANEY - VOLUME I
2 A Not really, but I believe it
3 is what it is.

4 Q Okay.

5 I would like you to look at
6 the e-mail down at the bottom, which
7 is from Hana to you. I would like to
8 ask you some specific things to the
9 best of your recollection.

10 The first line says, "Of the
11 total WonderWork donations we have
12 already restricted [REDACTED]."

13 [REDACTED]
14 Do you know what that is
15 referring to?

16 A (Reviewing.)

17 I think it is referring to a
18 pledge from [REDACTED] that he later
19 rescinded and a \$400,000 grant from
20 [REDACTED] for an IT program.

21 Q For an --

22 A IT program.

23 Q So that was restricted to
24 that particular program?

25 A Yes.

BRIAN MULLANEY - VOLUME I

Q That was, I believe, the database that was being prepared?

A Yes, exactly.

Q Okay.

Next it says, "We can reclassify \$255,000 and change from WW to blindness restriction based on grant proposals."

What does that mean to you?

A (Reviewing.)

I really don't understand it because if it -- I don't understand it. If it came in through our 20/20/20 blindness website, it's going towards blindness.

If it came into the WonderWork website, maybe that's something that mentioned blindness or a reference to the video. I don't know.

Q If a -- if a WonderWork mailing?

A Yeah.

Q -- said we will take your

BRIAN MULLANEY - VOLUME I

every DBA is restricted, and we operated on that for six years, so I don't know.

BY MR. CURCHACK:

Q The last line on the bottom of this page says, "If we restrict [REDACTED] funds, maybe send a letter? We have 1,925,179 remaining."

Do you know what that means?

A Well, he did not restrict his money. It's been unrestricted, so I am surprised he's asking that, but no.

I think that's what she is saying. Did he send me a letter? Sometimes he sends me e-mails, and she doesn't get it. No, he did not restrict it.

Q Do you know what the 1 million 925 remaining is referring to?

A (Reviewing.)

Well, on the next page he has that remaining amount, which is the wrong amount because [REDACTED]

BRIAN MULLANEY - VOLUME I

money and use it for our blindness program, do you think that's what that might mean?

A No, I think that the donor -- it's a weird number -- may have given it -- it's a web donation, so it came in -- it could have been donations that came in through the WonderWork website that are intended for blindness.

We got a lot of donations in the website from that video that 16 million people saw, so it could probably be that.

MR. LILIEN: Do you know whether the website indicated that money raised would go towards blindness?

THE WITNESS: You mean 100 percent?

MR. LILIEN: Any language.

THE WITNESS: I don't know. All I know from the very beginning, KPMG said by definition

BRIAN MULLANEY - VOLUME I

money is not restricted. It's WonderWork money that she views as restricted.

Q Oh, I see.

That's -- that's not [REDACTED] 1 million 9 that he's referring to?

A No, he gave us two million. Yeah.

Q I see.

A (Reviewing.)

Q Okay.

When it says, "WW letter sent to these 1.9 million remaining donors, asks them to fund surgeries in support of our mission," how would you interpret that?

A As unrestricted. Support of our mission, I think is wording that means unrestricted.

MR. LILIEN: So if it says to fund surgeries in support of our mission --

THE WITNESS: Yeah, I view

1 BRIAN MULLANEY - VOLUME I
2 it as ancillary to our general
3 mission.

4 MR. CURCHACK: I would like
5 to mark as the next exhibit, which
6 is Exhibit 6, an e-mail thread,
7 three-pages long, production
8 number 0020580, and the only
9 e-mail I am going to ask you about
10 is the first one on the first
11 page, which is from you to
12 Pamela Mann and Hana Fuchs.

13 MR. TRIVIGNO: While he's
14 reading, we have a continuing
15 understanding about the
16 reservation of rights, so going
17 forward --

18 MR. CURCHACK: Absolutely.
19 (Exhibit 6 is Marked.)

20 THE WITNESS: (Reviewing.)
21 Okay.

22 BY MR. CURCHACK:

23 Q Do you remember writing this
24 e-mail?

25 A Yes.

1 BRIAN MULLANEY - VOLUME I
2 with the legal definition of
3 restricted, we said some of the
4 WonderWork stuff should be restricted,
5 especially after we put that on the
6 stationery.

7 [REDACTED]
8 [REDACTED]
9 [REDACTED]
10 [REDACTED]
11 [REDACTED]
12 [REDACTED]
13 [REDACTED]
14 [REDACTED]

15 Q When you started to put the
16 hundred percent on --

17 A Yeah.

18 Q -- was the purpose to
19 encourage donations, or was the
20 purpose to create a restriction on the
21 funds?

22 A Oh, raise donations. I
23 never cared what was restricted or not
24 before this. To tell you the truth,
25 whatever the number was at the end of

1 BRIAN MULLANEY - VOLUME I

2 Q Who is Kimberly?

3 A She is our auditor at KPMG.

4 Q Is she still your auditor?

5 A No.

6 Q But at the time of this
7 letter, she was?

8 A Yes. At least she was.

9 Q Why did you tell her that
10 you think you have been doing your
11 restrictions wrong?

12 A Well, because I was confused
13 and I was in a panic. We had just
14 got this judgment and these are things
15 that I saw at the end of the year and
16 just signed and not really was
17 involved with restricting,
18 unrestricting, so I was trying to
19 understand it.

20 In the -- the custom was to
21 restrict all the DBAs and the
22 WonderWork stuff was unrestricted.
23 After I looked into it and learned
24 more about restricted in the last
25 three months than I ever knew, and

1 BRIAN MULLANEY - VOLUME I
2 the year, I didn't care. It was never
3 an issue. It was to help us raise
4 more money, get a better response.

5 MR. LILIEN: What was never
6 an issue?

7 THE WITNESS: Restricted,
8 unrestricted. We never ran out of
9 money. We never had a thing.

10 If you ask me what the split
11 was, I never really knew. Hana
12 did it with Kimberly and JJ and --

13 BY MR. CURCHACK:

14 Q Did WonderWork ever have an
15 outside auditor other than KPMG until
16 recently?

17 A I don't believe so.

18 Q Okay.

19 (Exhibit 7 is Marked.)

20 BY MR. CURCHACK:

21 Q I am going to ask the
22 reporter to mark as Exhibit 7, an
23 e-mail tread with the production
24 number 0020512, and I would like to
25 focus your attention initially to the

BRIAN MULLANEY - VOLUME I
first e-mail, which is from you to
Hana dated December 7th.

A Hm-hm.

Q Do you recall this e-mail?

A Yes.

Q The first line says, "This
is from major donors and we need every
penny, so please don't research just
the large gifts."

What is that referring to?

A To make it correct so that
we weren't blindly leaving them all
unrestricted.

Q In other words, to --

A Correct the record.

Q To --

A Make it accurate.

Q To reflect more funds as
restricted rather than unrestricted?

A (Reviewing.)

Q When I say "reflect," I mean
so -- why don't you explain what you
mean.

A I wanted it to be accurate.

BRIAN MULLANEY - VOLUME I
the importance of a gift being
restricted versus unrestricted?
BY MR. CURCHACK:

Q I am going to rephrase this
question for him.

Did anyone other than your
lawyers ever discuss with you the
importance or the reason why it
mattered whether a gift was restricted
or unrestricted?

A I don't remember.

Q

A

Q

A

BRIAN MULLANEY - VOLUME I
We were in bankruptcy. I knew
everyone was going to look at our
stuff and it was embarrassing if we
had been doing it wrong.

And I never sat down with
Kimberly and knew the definition of
restricted. Once I understood what it
was and that we can go back and look
at the extra work, that's what I was
asking her to do.

Q Okay.

A However it fell -- I mean,
you heard her say about [REDACTED] I
could have called him up. His was
unrestricted. It always has been.

We never took any steps to
restrict something that shouldn't be
restricted. I said simply go find
stuff that we missed or that should be
restricted and correct it.

MR. LILIEN: During this
period, did anyone ever advise you
in connection with the bankruptcy,
the impact of a restricted gift --

BRIAN MULLANEY - VOLUME I

Q

BRIAN MULLANEY - VOLUME I

A I don't think they did. I mean, I am smart enough to know. I know a lot of these donors, and I know why they give. I have known a lot of them for many, many years.

So I wanted to be -- honor intentions and stuff, so it meant a lot to me for that reason. I don't recall any lawyers telling me one way or the other that -- you know, about that.

Q Okay.

MR. LILIEN: I would like to follow up on that.

What do you believe the significance of a restricted -- of a gift being restricted is in the context of bankruptcy?

THE WITNESS: A restricted gift has to be spent on what the donor intended it to and can't be diverted to another use. I think that is the difference.

BRIAN MULLANEY - VOLUME I

we have no idea what his expectations were and we said, let's send out this letter and we spoke with our lawyers about it and said, sure, and it came back and I don't even know what the winner was or loser.

Q You said you think there were 17 of these that went out?

A I am pretty positive that it was 17 donors out of a hundred thousand donors.

Q And they were chosen by whom?

A I think we did a list of large donations and we said -- these are people we don't know. Let's give them a chance. You know, we are in the Appellate Court appealing our arbitration because it took away the rights of the donor.

You know, the arbitrator took money away from charity, gave to another without saying -- without talking to the donor. It was in that

BRIAN MULLANEY - VOLUME I

MR. CURCHACK: I would like to ask the reporter to mark a copy of a letter dated April 7, 2017, on WonderWork stationery, signed by Brian.

This particular letter is addressed to [REDACTED], and it bears production number W0N 07255, and I will represent this is one of the number of letters of very similar and we don't need to mark them all.

(Exhibit 8 is Marked.)

BY MR. CURCHACK:

Q Do you recall this?

A No, we sent out 17 of these, I think.

Q Who were they sent out to?

A They were sent to major donors that we discussed amongst ourselves, and said, like I just told you about [REDACTED], who we all know personally -- we said, [REDACTED],

BRIAN MULLANEY - VOLUME I

vein -- that spirit.

Q Who actually drafted this letter?

A I wrote it and then had it approved by our lawyers.

Q Did WonderWork ever ask a donor to clarify a donation prior to 2017?

A (Reviewing.)

I don't know. I would say probably, but I don't know.

Q Were there any other communications with any of these 17 donors other than the letter that was sent out?

A I don't know.

MR. TRIVIGNO: At the time.
BY MR. CURCHACK:

Q Yes, at the time at or about the time?

MR. TRIVIGNO: Same letter.

THE WITNESS: Oh, it is the same letter (Reviewing.)

I don't know.

<p style="text-align: right;">Page 230</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 BY MR. CURCHACK:</p> <p>3 Q Okay.</p> <p>4 MR. LILIEN: Was a version</p> <p>5 of this letter ever used or</p> <p>6 something similar to this letter</p> <p>7 ever used in any -- before</p> <p>8 April 7th --</p> <p>9 THE WITNESS: No, this is</p> <p>10 the only thing we did. This is</p> <p>11 the only time we thought it's</p> <p>12 important for us to know what</p> <p>13 these donors want, and they are</p> <p>14 our biggest donors.</p> <p>15 We didn't want to screw it</p> <p>16 up so.</p> <p>17 MR. CURCHACK: Let's take a</p> <p>18 quick break.</p> <p>19 (Whereupon a Recess</p> <p>20 Commenced at 4:57 and Testimony</p> <p>21 Recommended at 5:19.)</p> <p>22 BY MR. CURCHACK:</p> <p>23 Q We may come back to some of</p> <p>24 this discussion tomorrow, but I will</p> <p>25 move on for now.</p>	<p style="text-align: right;">Page 232</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 know what you call him, but he reviews</p> <p>3 all our appeals and he decides for her</p> <p>4 what is appropriate.</p> <p>5 Q Is that Ray Gelis?</p> <p>6 A I don't know his name.</p> <p>7 Q Do you know what the</p> <p>8 criteria that WonderWork uses -- what</p> <p>9 are the criteria that WonderWork uses</p> <p>10 to allocate the costs between</p> <p>11 fundraising and the program?</p> <p>12 A For joint allocation?</p> <p>13 Q Yes.</p> <p>14 A No, specifically no. I know</p> <p>15 the principles, but I don't know the</p> <p>16 specific --</p> <p>17 Q Okay.</p> <p>18 A I am not involved with that</p> <p>19 at all.</p> <p>20 MR. LILIEN: Before you do</p> <p>21 that, who is your auditor at</p> <p>22 Smile Train?</p> <p>23 THE WITNESS: I believe it</p> <p>24 was a firm called Titus. It was a</p> <p>25 minority-owned firm.</p>
<p style="text-align: right;">Page 231</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 I want to ask you what you</p> <p>3 understand joint cost allocation to</p> <p>4 refer to.</p> <p>5 A It is the percentage of your</p> <p>6 direct mail efforts that pertain to</p> <p>7 public awareness and it's considered a</p> <p>8 program expense.</p> <p>9 It's a very wacky rule. If</p> <p>10 I was running the IRS, I would not be</p> <p>11 doing that but it is the rule and we</p> <p>12 came across it at Smile Train and our</p> <p>13 auditors recommend that we treat it</p> <p>14 that way, as most charities do, so we</p> <p>15 did.</p> <p>16 And I have always been</p> <p>17 conservative with it. If you look at</p> <p>18 Smile Train, I think they are claiming</p> <p>19 70, 80 percent. We put a lid on it of</p> <p>20 50 percent at Smile Train no matter</p> <p>21 what. I don't think it's a very smart</p> <p>22 thing but it is the rule and it is</p> <p>23 whatever auditors told us to do.</p> <p>24 KPMG told us to do it and</p> <p>25 Hana found a professional -- I don't</p>	<p style="text-align: right;">Page 233</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 BY MR. CURCHACK:</p> <p>3 Q Do you recall whether KPMG</p> <p>4 and WonderWork had any disagreements</p> <p>5 over the allocation of costs?</p> <p>6 A I don't recall.</p> <p>7 Q Do you know --</p> <p>8 A I don't think we did.</p> <p>9 Q -- BDO and WonderWork were</p> <p>10 having any disagreements over the</p> <p>11 allocation of costs?</p> <p>12 A I actually think I got an</p> <p>13 e-mail 10 seconds ago saying</p> <p>14 everything that has worked out, but I</p> <p>15 don't know. I don't know.</p> <p>16 Q Who is WonderWork -- let me</p> <p>17 rephrase that.</p> <p>18 I want to show you --</p> <p>19 MR. LILIEN: Off the record.</p> <p>20 (Whereupon a Discussion is</p> <p>21 Held Off the Record.)</p> <p>22 MR. CURCHACK: We are going</p> <p>23 to mark as Exhibit 9 a package of</p> <p>24 three solicitations. One is from</p> <p>25 20/20/20. One is from BurnRescue</p>

<p style="text-align: right;">Page 234</p> <p>1 BRIAN MULLANEY - VOLUME I 2 and FirstStep. 3 (Exhibit 9 is Marked.) 4 BY MR. CURCHACK: 5 Q I would like to first ask 6 you to look at the 20/20/20 7 solicitation and tell us what you 8 believe to be program-related content 9 in this solicitation. 10 A (Reviewing.) 11 Well, I think there are 12 different ways of doing it. Some 13 people do it with a word count. I 14 don't know because I haven't discussed 15 this in years, but usually this is the 16 public awareness type of information 17 that counts. 18 Q You're pointing to pages -- 19 A (Reviewing.) 20 9025 and 9026. 21 Q Okay. 22 And let's look at the 23 BurnRescue, if we could. 24 Again, tell us what the 25 pages are that you think --</p>	<p style="text-align: right;">Page 236</p> <p>1 BRIAN MULLANEY - VOLUME I 2 six weeks. 3 Q How is it done? 4 A The kid comes in and you put 5 a series of casts on just like braces 6 on your feet. 7 Q So there is no surgery 8 involved in that? 9 A There is surgery called a 10 tenotomy at the end, but the feet are 11 straight. They do a little -- it 12 takes five minutes. It's a little 13 release of some ligament. 14 I am not a surgeon, but 15 there is a surgical part of it called 16 tenotomy. Then they sleep with a 17 wire -- a steel rod that keeps their 18 feet like this for a year or two and 19 they are perfectly healed and it costs 20 250 bucks. 21 MR. LILIEN: Brian, turn to 22 page 9073 for a minute. 23 THE WITNESS: Sure. 24 MR. LILIEN: This is where 25 you identified the public</p>
<p style="text-align: right;">Page 235</p> <p>1 BRIAN MULLANEY - VOLUME I 2 A (Reviewing.) 3 Q -- are relevant here. 4 MR. TRIVIGNO: By 5 "relevant," you mean the program? 6 MR. CURCHACK: Program. 7 THE WITNESS: 9064, 9065. 8 BY MR. CURCHACK: 9 Q Okay. 10 And FirstStep. 11 A (Reviewing.) 12 The 9073 and 9074. 13 Q Looking at page 9073, do you 14 see the reference to the Ponseti 15 treatment? 16 A Yes. 17 Q What is that? 18 A That is a miracle cure for 19 clubfoot that was invented by this guy 20 named Ponseti in Omaha or Wyoming, 21 like somewhere out there, and it 22 replaced these horrific 23 Frankenstein-type surgeries that they 24 used to do and it can straighten even 25 the most twisted feet in as little as</p>	<p style="text-align: right;">Page 237</p> <p>1 BRIAN MULLANEY - VOLUME I 2 education material about up-flip. 3 THE WITNESS: Yeah. 4 MR. LILIEN: What is the 5 purpose of including this 6 material? 7 THE WITNESS: To inform 8 people about clubfoot. And people 9 get clubfoot in America. There's 10 probably about 5,000. I am saying 11 that because it is the same 12 incidence of clefts, and that's 13 how many clefts are born every 14 year. 15 Some people look at it and 16 they read about it and it helps 17 them and they come to our website 18 or they learn more. 19 The purpose is to raise 20 awareness of the problem and 21 inform them -- give them practical 22 information that may help them. 23 MR. LILIEN: Do you think 24 people that have clubfoot are 25 aware they have clubfoot?</p>

<p style="text-align: right;">Page 238</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: Yes. Yes.</p> <p>3 MR. LILIEN: Again, what are</p> <p>4 you informing them about?</p> <p>5 THE WITNESS: They could be</p> <p>6 with an orthopedic surgeon that</p> <p>7 wants to operate on them and</p> <p>8 doesn't want to use the Ponseti</p> <p>9 method.</p> <p>10 MR. LILIEN: Do you have any</p> <p>11 data as to whether people who read</p> <p>12 this information ever use the</p> <p>13 information to help them get those</p> <p>14 surgeries --</p> <p>15 THE WITNESS: No.</p> <p>16 MR. LILIEN: -- those</p> <p>17 procedures?</p> <p>18 THE WITNESS: (Shaking</p> <p>19 head.)</p> <p>20 BY MR. CURCHACK:</p> <p>21 Q What mailings are these</p> <p>22 materials included in?</p> <p>23 A I believe only acquisition</p> <p>24 mailings.</p> <p>25 Q Again, what is an</p>	<p style="text-align: right;">Page 240</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 in the mail, God knows what that is</p> <p>3 too, but yes.</p> <p>4 MR. LILIEN: Why do you</p> <p>5 target acquisition mailings? Why</p> <p>6 do you include these in</p> <p>7 acquisition mailings?</p> <p>8 THE WITNESS: Because it is</p> <p>9 the law that you can do it and you</p> <p>10 spend a ton of money in</p> <p>11 acquisition. So all the other</p> <p>12 charities we are competing with do</p> <p>13 the same thing.</p> <p>14 Like I said, I agree with</p> <p>15 you. If I ran the IRS, I would</p> <p>16 get rid of this law. But if you</p> <p>17 look at all the Red Cross and</p> <p>18 UNICEF, they do all this.</p> <p>19 Malaria -- like no one gets</p> <p>20 malaria in the United States. And</p> <p>21 they take advantage of it and our</p> <p>22 auditors told us we should do it.</p> <p>23 MR. LILIEN: Is it your</p> <p>24 understanding it's a law or</p> <p>25 accounting principle?</p>
<p style="text-align: right;">Page 239</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 acquisition mailing?</p> <p>3 A That is a mailing to people</p> <p>4 who don't know you, non-donors,</p> <p>5 soliciting to acquire them as a donor</p> <p>6 and then once they are a donor, they</p> <p>7 get retention mailings.</p> <p>8 Q Do you ever send out a</p> <p>9 mailing to the same list twice?</p> <p>10 A Yes.</p> <p>11 Q Would you ever send an</p> <p>12 acquisition mailing to the same list</p> <p>13 twice?</p> <p>14 A Yes, of course.</p> <p>15 Q So that this material could</p> <p>16 conceivable go to somebody who has</p> <p>17 already received this material; is</p> <p>18 that correct?</p> <p>19 A Conceptually, yes. We had</p> <p>20 no idea. I was telling you it takes</p> <p>21 200 letters to get a donation back.</p> <p>22 So that is a half percent.</p> <p>23 So the people who read --</p> <p>24 who open the mail, God knows what that</p> <p>25 is. The people who read every piece</p>	<p style="text-align: right;">Page 241</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: It's an</p> <p>3 accounting provision that if you</p> <p>4 include an information booklet,</p> <p>5 you are entitled to write off a</p> <p>6 certain amount of your direct</p> <p>7 mail.</p> <p>8 BY MR. CURCHACK:</p> <p>9 Q You are a charity, right?</p> <p>10 You are a 501(c)(3). You don't pay</p> <p>11 taxes.</p> <p>12 A Right.</p> <p>13 Q There's nothing to write</p> <p>14 off.</p> <p>15 What do you mean by "write</p> <p>16 off"?</p> <p>17 A You'd much rather have --</p> <p>18 there's a huge advantage because you</p> <p>19 have lower direct mail costs, and you</p> <p>20 have higher program costs.</p> <p>21 Q And how is that an</p> <p>22 advantage?</p> <p>23 A That is a huge advantage</p> <p>24 because donors look at you what are</p> <p>25 you spending on direct mail. What are</p>

1 BRIAN MULLANEY - VOLUME I
2 you spending on programs? They want
3 programs to be high and they want
4 direct mail there.

5 So that's why everyone does
6 this. It is the law. They do it. I
7 am with you. I didn't invent it. Our
8 auditors recommend we use it. We
9 could be the only ones -- surgical
10 charity not doing it, but we are not.
11 We took the advice.

12 MR. LILIEN: Who informed
13 you it is the law?

14 THE WITNESS: I didn't
15 mean -- we don't have to do it. I
16 used the wrong word, it is the
17 law. It's -- it's a practice.
18 It's a practice that's very
19 commonly used by charities, the
20 biggest and the best in America
21 and all our auditors have always
22 said you should do this too and it
23 will help you.

24 BY MR. CURCHACK:

25 Q Now -- and help you, again,

1 BRIAN MULLANEY - VOLUME I
2 allocated joint costs to your
3 knowledge?

4 A On acquisition, yeah. I
5 believe we kept the same practice we
6 had at Smile Train. Yes, I believe.

7 Q Did you allocate any joint
8 costs on renewal mailings?

9 A I don't know. I don't think
10 so because the expenditures is so much
11 smaller. The savings would be not
12 nearly as big, but I don't know. I
13 don't think so.

14 I know at Smile Train we
15 never did, but...

16 Q If WonderWork were to cease
17 acquisition mailings --

18 A Yeah.

19 Q -- which sounds like was
20 where you were headed --

21 A Yes.

22 Q -- then you would -- is it
23 your understanding you would cease
24 doing this kind of allocation?

25 A Yeah. It's one of the

1 BRIAN MULLANEY - VOLUME I
2 in what respect?

3 A It helps you because it
4 lowers the cost of your direct mail,
5 and it increases your program costs.

6 Q So basically --

7 A Arbitrarily, I agree but
8 that's what it does and that's why
9 everyone does it.

10 MR. LILIEN: Let me ask you
11 a question on this and tie it back
12 to the restricted gifts for a
13 moment.

14 Would your understanding be
15 that money that came in for a
16 restricted purpose could also be
17 used to pay for mailings?

18 THE WITNESS: You asked me
19 this before.

20 I don't know the answer to
21 that, but it shouldn't be. But I
22 don't know the answer to that.

23 MR. LILIEN: Okay.

24 BY MR. CURCHACK:

25 Q Has WonderWork always

1 BRIAN MULLANEY - VOLUME I
2 reasons I was so relieved to pivot
3 away from these big mailings. You
4 know, we came and tried to be
5 Smile Train again and we ramped up
6 quickly with Ameer Kamdar's help.

7 The results weren't good.
8 It makes me sick to my stomach. I
9 want to do surgeries. I don't want to
10 do 3 million a year in public
11 information costs. I want to do 3
12 million a year in surgeries.

13 So, yeah, that's one of the
14 reasons.

15 Q When did -- you may have
16 said this earlier, but let me ask it
17 again.

18 When did you start including
19 the language in your solicitation
20 materials that a hundred percent of
21 all donations will go towards
22 surgeries or surgery programs?

23 A I believe September of 2016.
24 After the June board meeting, it was
25 discussed.

<p style="text-align: right;">Page 246</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 MR. TRIVIGNO: Off the</p> <p>3 record.</p> <p>4 (Whereupon a Discussion is</p> <p>5 Held Off the Record.)</p> <p>6 MR. CURCHACK: I am now</p> <p>7 going to mark as the next exhibit</p> <p>8 a set of three difference</p> <p>9 solicitation packages, and I am</p> <p>10 going to refer you to the specific</p> <p>11 lines. You don't need to read the</p> <p>12 whole thing.</p> <p>13 If you look at the first</p> <p>14 one, which is dated August XX,</p> <p>15 2016, the one that starts with</p> <p>16 06087, and turn to 06088 and look</p> <p>17 at the paragraph that says begins</p> <p>18 with "We are very proud..."</p> <p>19 See where I am?</p> <p>20 THE WITNESS: Yes.</p> <p>21 (Exhibit 10 is Marked.)</p> <p>22 BY MR. CURCHACK:</p> <p>23 Q It says one of our founding</p> <p>24 donors pay for all of our non-program</p> <p>25 expenses so that all -- so that a</p>	<p style="text-align: right;">Page 248</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 flip to page 06164.</p> <p>3 A Yep.</p> <p>4 Q It says we will use a</p> <p>5 hundred percent of our donation for</p> <p>6 our free surgery programs as opposed</p> <p>7 to our programs.</p> <p>8 A Right.</p> <p>9 Q Who would have drafted these</p> <p>10 solicitations?</p> <p>11 A Me.</p> <p>12 Q In your view, is there a</p> <p>13 difference between the wording --</p> <p>14 between the meaning of the wording in</p> <p>15 the two solicitations?</p> <p>16 A Well, I should have used the</p> <p>17 word "surgery" in the one before.</p> <p>18 Q Okay.</p> <p>19 This one says one of our</p> <p>20 founding donors is very generously</p> <p>21 paying all of our rent, admin and</p> <p>22 salaries.</p> <p>23 Is that different than all</p> <p>24 of our non-program expenses?</p> <p>25 A (Reviewing.)</p>
<p style="text-align: right;">Page 247</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 hundred percent of all donations</p> <p>3 including yours can go towards</p> <p>4 programs.</p> <p>5 Who is that founding donor?</p> <p>6 A [REDACTED]. He gives it to me</p> <p>7 in a year of unrestricted donations.</p> <p>8 Q When it says can go towards</p> <p>9 programs, I know this is a WonderWork</p> <p>10 solicitation. What does that mean?</p> <p>11 A (Reviewing.)</p> <p>12 It would be our surgery</p> <p>13 programs.</p> <p>14 Q Okay.</p> <p>15 A It is kind of vague, I</p> <p>16 admit. It should say surgery. I</p> <p>17 believe it said surgery on the</p> <p>18 stationery.</p> <p>19 Q Okay.</p> <p>20 We can look at the back page</p> <p>21 of it, and it says our free surgery</p> <p>22 programs.</p> <p>23 A Yeah.</p> <p>24 (Reviewing.)</p> <p>25 Q The next package, if you</p>	<p style="text-align: right;">Page 249</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 So what page am I on here?</p> <p>3 Q If you look --</p> <p>4 A 06164.</p> <p>5 Q At -- 6164, yes, and compare</p> <p>6 it to --</p> <p>7 A One of our founding --</p> <p>8 (Reading) -- life changing</p> <p>9 surgeries -- (Reading) -- so...</p> <p>10 Q My question is simple. When</p> <p>11 you say in one case rent, admin and</p> <p>12 salaries and the other case</p> <p>13 non-program expenses, is there a</p> <p>14 difference between those two things?</p> <p>15 A (Reviewing.)</p> <p>16 Well, I am just pausing</p> <p>17 because it should be non-program, but</p> <p>18 our overhead is so low he could be</p> <p>19 paying for all of it. It's needlessly</p> <p>20 vague.</p> <p>21 It should be more buttoned</p> <p>22 up than it is. It's my fault. Should</p> <p>23 say program or non-program.</p> <p>24 Q If you look at page 9341,</p> <p>25 which is a 20/20/20 solicitation, it</p>

<p style="text-align: right;">Page 250</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 says 100 percent of donation will go</p> <p>3 towards programs, zero percent goes to</p> <p>4 overhead or fundraising.</p> <p>5 So it's yet another</p> <p>6 variation.</p> <p>7 A (Reviewing.)</p> <p>8 I didn't write this letter,</p> <p>9 not that it matters. I am still</p> <p>10 responsible for it.</p> <p>11 Q Who would have written this</p> <p>12 letter?</p> <p>13 A Our vendor.</p> <p>14 Q Thanks.</p> <p>15 A I --</p> <p>16 MR. TRIVIGNO: You had a</p> <p>17 question before when he said he</p> <p>18 didn't write it.</p> <p>19 THE WITNESS: It was</p> <p>20 100 percent go toward programs.</p> <p>21 It should say surgery programs</p> <p>22 too.</p> <p>23 BY MR. CURCHACK:</p> <p>24 Q And overhead or fundraising</p> <p>25 as opposed to rent, admin and</p>	<p style="text-align: right;">Page 252</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 her but -- was this right after we got</p> <p>3 the judgment?</p> <p>4 I am sure we did. We were</p> <p>5 in a mad rush to figure out what</p> <p>6 our -- that's what the auditors told</p> <p>7 us, you have to figure out what your</p> <p>8 restricted assets are. And I had no</p> <p>9 idea.</p> <p>10 Q Why did they tell you you</p> <p>11 had to figure out what your restricted</p> <p>12 assets were?</p> <p>13 A Because we were in</p> <p>14 bankruptcy.</p> <p>15 Q You weren't in bankruptcy in</p> <p>16 October.</p> <p>17 A No, but -- we were bankrupt</p> <p>18 in that we had a judgment against us,</p> <p>19 and we had no money to pay it.</p> <p>20 Anyhow, so I don't know if I</p> <p>21 asked for it or not. I could have. I</p> <p>22 was trying to get a handle on our</p> <p>23 financial situation.</p> <p>24 Q What does this chart seem to</p> <p>25 show to you?</p>
<p style="text-align: right;">Page 251</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 salaries?</p> <p>3 A (Reviewing.)</p> <p>4 Yeah.</p> <p>5 Q Is there a difference</p> <p>6 between those?</p> <p>7 A No, it's a different way of</p> <p>8 saying the same thing.</p> <p>9 (Exhibit 11 is Marked.)</p> <p>10 BY MR. CURCHACK:</p> <p>11 Q I would like to ask the</p> <p>12 reporter to mark as the next exhibit</p> <p>13 an e-mail dated October 21st from Hana</p> <p>14 Fuchs to Brian Mullaney, production</p> <p>15 number is 40124 and 40125 and there's</p> <p>16 a spreadsheet attached to the e-mail.</p> <p>17 A (Reviewing.)</p> <p>18 Q Do you recall seeing this</p> <p>19 e-mail and the attached spreadsheet?</p> <p>20 A (Reviewing.)</p> <p>21 Not specifically but I am</p> <p>22 not saying I didn't receive it.</p> <p>23 Q Do you recall asking Hana to</p> <p>24 prepare this spreadsheet?</p> <p>25 A I don't know if I did ask</p>	<p style="text-align: right;">Page 253</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A (Reviewing.)</p> <p>3 It shows no WonderWork</p> <p>4 donations, which is not good.</p> <p>5 Q And it shows a \$4 million</p> <p>6 donation on the line that says Project</p> <p>7 Varanasi.</p> <p>8 What is that?</p> <p>9 A That is a hospital we had</p> <p>10 been trying to build for three years</p> <p>11 in Varanasi, India.</p> <p>12 Q Did that donation, in fact,</p> <p>13 come in?</p> <p>14 A No.</p> <p>15 (Exhibit 12 is marked.)</p> <p>16 BY MR. CURCHACK:</p> <p>17 Q The next exhibit I would</p> <p>18 like to mark is Exhibit 12 and this is</p> <p>19 a 20/20/20 apparently -- an</p> <p>20 acquisition mailing for 20/20/20 dated</p> <p>21 April 14, 2015. It bears production</p> <p>22 numbers 02544 through 02555.</p> <p>23 I will just ask you to look</p> <p>24 at page 25347.</p> <p>25 A (Reviewing.)</p>

<p style="text-align: right;">Page 254</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 Q See where it says at about</p> <p>3 2 percent, 20/20/20 has one of the</p> <p>4 lowest administrative costs of any</p> <p>5 major charity?</p> <p>6 A Hm-hm.</p> <p>7 Q How was that 2 percent</p> <p>8 calculated?</p> <p>9 A (Reviewing.)</p> <p>10 I do not know. I didn't</p> <p>11 write this letter but I approved it,</p> <p>12 so I don't know.</p> <p>13 I could find out for you.</p> <p>14 Q Okay.</p> <p>15 MR. LILIEN: Let's turn to</p> <p>16 page 2548.</p> <p>17 THE WITNESS: Yep.</p> <p>18 (Reviewing.)</p> <p>19 MR. LILIEN: There are a</p> <p>20 series of boxes that can be --</p> <p>21 that donors can check as</p> <p>22 indicating what level of giving</p> <p>23 they will do. The first box says</p> <p>24 \$300, which can provide one full</p> <p>25 eye surgery.</p>	<p style="text-align: right;">Page 256</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 all about a girl -- it should be</p> <p>3 clearer.</p> <p>4 And we -- subsequent to</p> <p>5 this, we have changed the</p> <p>6 language, and I would like to send</p> <p>7 that to you, if I can.</p> <p>8 MR. TRIVIGNO: I think we</p> <p>9 probably have it.</p> <p>10 THE WITNESS: You probably</p> <p>11 have it.</p> <p>12 All right. We were always</p> <p>13 in this thing where they would say</p> <p>14 what does it cost and that is what</p> <p>15 it costs for a kid's thing, but we</p> <p>16 would haggle with our partners and</p> <p>17 pay a different amount and so the</p> <p>18 challenge was, well, do you tell</p> <p>19 the donors what it costs or do you</p> <p>20 tell them what you contribute and</p> <p>21 all that stuff.</p> <p>22 So six months or so ago we</p> <p>23 clarified the language to say this</p> <p>24 is what they cost and this is what</p> <p>25 our contribution is.</p>
<p style="text-align: right;">Page 255</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 So the full line is enclosed</p> <p>3 is a generous gift in the amount</p> <p>4 of and in this case \$300 and the</p> <p>5 donor checks that box --</p> <p>6 THE WITNESS: Right.</p> <p>7 MR. LILIEN: -- which can</p> <p>8 provide one full eye surgery?</p> <p>9 THE WITNESS: Right.</p> <p>10 MR. LILIEN: Our</p> <p>11 understanding is an eye surgery</p> <p>12 for an adult, as I think you</p> <p>13 pointed out earlier is \$25.</p> <p>14 THE WITNESS: Right.</p> <p>15 Depending on the place. 25 or 35.</p> <p>16 Our contribution is 25, yeah.</p> <p>17 MR. LILIEN: So could you</p> <p>18 explain to us why this says \$300,</p> <p>19 which can provide one full eye</p> <p>20 surgery if all you are giving to</p> <p>21 hospitals is \$25?</p> <p>22 THE WITNESS: (Reviewing.)</p> <p>23 Well, it says children and</p> <p>24 adults, but you're right. The</p> <p>25 picture is of a child, and it's</p>	<p style="text-align: right;">Page 257</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 MR. LILIEN: So.</p> <p>3 THE WITNESS: But I agree</p> <p>4 with you. It's misleading.</p> <p>5 MR. LILIEN: Regarding eye</p> <p>6 surgery for children, is \$300 the</p> <p>7 cost -- following up on your point</p> <p>8 now, is \$300 the amount you</p> <p>9 provide your partner hospitals?</p> <p>10 THE WITNESS: No, retail</p> <p>11 value is \$300 for a child to have</p> <p>12 surgery because they need general</p> <p>13 anesthesia. That's why it's so</p> <p>14 much more expensive.</p> <p>15 MR. LILIEN: What would you</p> <p>16 provide to the hospital?</p> <p>17 THE WITNESS: We contribute</p> <p>18 150 for every pediatric thing. We</p> <p>19 just changed that a year ago. We</p> <p>20 used to say, look, here is 30</p> <p>21 grand. Please make 2 percent of</p> <p>22 your surgeries kids, not adult.</p> <p>23 We didn't track it enough.</p> <p>24 Some would fall short. We stopped</p> <p>25 that practice a year ago and are</p>

<p style="text-align: right;">Page 258</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 giving adult grants and that</p> <p>3 contribution is \$25 and the cost</p> <p>4 could be 25 to 35 to 50. It</p> <p>5 varies.</p> <p>6 In India, there's government</p> <p>7 reimbursement. In kids, it's</p> <p>8 pediatric grant. For a certain</p> <p>9 amount of kids, it's a certain</p> <p>10 amount of contribution.</p> <p>11 BY MR. CURCHACK:</p> <p>12 Q When you say there's</p> <p>13 government reimbursement, does that</p> <p>14 mean the government is actually paying</p> <p>15 for the surgery?</p> <p>16 A It means they are making a</p> <p>17 contribution towards the surgery. We</p> <p>18 never pay the full cost of the</p> <p>19 surgery. We make a contribution</p> <p>20 towards it.</p> <p>21 Q And if you didn't make the</p> <p>22 contribution, would the government pay</p> <p>23 the full cost?</p> <p>24 A No. No. Depending on which</p> <p>25 partner you visit in India and ask,</p>	<p style="text-align: right;">Page 260</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 with in India pay for the rest?</p> <p>3 THE WITNESS: Oh, we are</p> <p>4 never the only donor to that</p> <p>5 hospital. They have been doing it</p> <p>6 for 40 years. And they could have</p> <p>7 other NGOs from Europe or America</p> <p>8 supporting them.</p> <p>9 But it's a tough business</p> <p>10 and there are a lot of NGOs</p> <p>11 like -- there was a huge one that</p> <p>12 no longer does blindness. Helen</p> <p>13 Keller doesn't do cataract</p> <p>14 surgeries anymore. They give out</p> <p>15 vitamins.</p> <p>16 So a lot of times they will</p> <p>17 have support for ten years and</p> <p>18 then they will give away. So you</p> <p>19 have to be careful with the</p> <p>20 incremental thing because</p> <p>21 sometimes you are replacing</p> <p>22 funding for funding that they</p> <p>23 lost.</p> <p>24 And we are working on now --</p> <p>25 the \$400,000 gift is for another</p>
<p style="text-align: right;">Page 259</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 does the government contribute, yes,</p> <p>3 they do.</p> <p>4 No, we ask for it, and we</p> <p>5 never get it stuff like that.</p> <p>6 MR. LILIEN: So what would</p> <p>7 happen --</p> <p>8 THE WITNESS: We are not</p> <p>9 displacing any money. That's</p> <p>10 something that I have been very</p> <p>11 aware of for my whole career, but</p> <p>12 we make a contribution that's fair</p> <p>13 and helping them generate</p> <p>14 incremental surgeries, so that we</p> <p>15 monitor what they are doing before</p> <p>16 we arrived and how many surgeries</p> <p>17 did you do last year, blah, blah,</p> <p>18 blah.</p> <p>19 MR. LILIEN: So what</p> <p>20 happens?</p> <p>21 You contribute say \$25 for a</p> <p>22 surgery.</p> <p>23 THE WITNESS: Yeah.</p> <p>24 MR. LILIEN: How does the --</p> <p>25 how does the hospital you partner</p>	<p style="text-align: right;">Page 261</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 cloud-based repository, so that</p> <p>3 they will soon be sending us</p> <p>4 patient charts for every surgery.</p> <p>5 MR. LILIEN: Going back to</p> <p>6 where you said there are other</p> <p>7 NGOs that will fund and fund --</p> <p>8 the government may provide a piece</p> <p>9 of it as well?</p> <p>10 THE WITNESS: Right.</p> <p>11 MR. LILIEN: And hospitals</p> <p>12 may contribute --</p> <p>13 THE WITNESS: Yes.</p> <p>14 MR. LILIEN: -- some piece</p> <p>15 of it?</p> <p>16 THE WITNESS: Yeah.</p> <p>17 MR. LILIEN: What happens --</p> <p>18 you explained to me with the</p> <p>19 process, you contribute \$25.</p> <p>20 What happens if another NGO</p> <p>21 doesn't step up or government</p> <p>22 doesn't step up? Would you --</p> <p>23 would you pay the difference?</p> <p>24 THE WITNESS: You mean after</p> <p>25 the fact?</p>

<p style="text-align: right;">Page 262</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 MR. LILIEN: You make a</p> <p>3 grant for \$25.</p> <p>4 What happens if the hospital</p> <p>5 cannot find another NGO or get</p> <p>6 government support.</p> <p>7 THE WITNESS: Typically what</p> <p>8 happens they do the surgeries.</p> <p>9 They do camps -- registration</p> <p>10 camps. They will put out radio</p> <p>11 ads, and I have been to them. As</p> <p>12 many as 1500 blind people will</p> <p>13 show up and register. They get</p> <p>14 screened. Of the 1,500, 800 have</p> <p>15 cataracts. They schedule their</p> <p>16 surgery and they do them.</p> <p>17 And then we come back to New</p> <p>18 York and say can we do another</p> <p>19 camp and we say no or we say yes</p> <p>20 and they don't do it unless they</p> <p>21 have the money to do the</p> <p>22 surgeries, whether it's coming</p> <p>23 from us or somebody else.</p> <p>24 So it really is just in time</p> <p>25 surgeries and it's based on</p>	<p style="text-align: right;">Page 264</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 THE WITNESS: What do you</p> <p>3 mean maintain it? They are trying</p> <p>4 to get rid of the backlog.</p> <p>5 MR. LILIEN: Do they have a</p> <p>6 backlog --</p> <p>7 THE WITNESS: Yeah.</p> <p>8 MR. LILIEN: -- in a</p> <p>9 document?</p> <p>10 THE WITNESS: Yeah, it's</p> <p>11 really -- there's 12 million blind</p> <p>12 in India. Our partners</p> <p>13 collectively do about, I would</p> <p>14 guess 500,000 surgeries a year.</p> <p>15 MR. LILIEN: If we were to</p> <p>16 ask -- we are -- if we would ask</p> <p>17 one of the partner hospitals for a</p> <p>18 list of individuals on a waiting</p> <p>19 list or a backlog, they would have</p> <p>20 that document?</p> <p>21 THE WITNESS: The backlog is</p> <p>22 anecdotal, but a waiting list with</p> <p>23 names and stuff, I can get that</p> <p>24 for you.</p> <p>25 MR. LILIEN: Is it your</p>
<p style="text-align: right;">Page 263</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 funding from us and every extra</p> <p>3 dollar we give them is more</p> <p>4 surgeries and then when we stop,</p> <p>5 it stops.</p> <p>6 BY MR. CURCHACK:</p> <p>7 Q Some of your mailings talked</p> <p>8 about waiting lists.</p> <p>9 A Yes.</p> <p>10 Q But if they are actually</p> <p>11 soliciting people to come to these</p> <p>12 camps --</p> <p>13 A Yeah.</p> <p>14 Q -- that would not seem like</p> <p>15 a waiting list to me.</p> <p>16 A Well, I can give you the</p> <p>17 lowdown on every hospital and get you</p> <p>18 more information out on that.</p> <p>19 Some of them have waiting</p> <p>20 lists and I always write "and huge</p> <p>21 backlogs," you know. But I can get</p> <p>22 you more information on that, if you</p> <p>23 want.</p> <p>24 MR. LILIEN: Do the</p> <p>25 hospitals maintain those backlogs?</p>	<p style="text-align: right;">Page 265</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 understanding those lists -- those</p> <p>3 waiting lists are maintained by</p> <p>4 partner hospitals in the regular</p> <p>5 course -- in the ordinary course?</p> <p>6 THE WITNESS: It depends on</p> <p>7 the hospital. We do have surveys</p> <p>8 we send to our partners and ask</p> <p>9 them do you have waiting lists, do</p> <p>10 you have backlogs.</p> <p>11 But I will get that for you</p> <p>12 also. We have surveys monthly we</p> <p>13 send out to them and I will show</p> <p>14 you what they say.</p> <p>15 MR. LILIEN: To the best of</p> <p>16 your recollection, do you have --</p> <p>17 have you ever entered into an</p> <p>18 agreement with a hospital where</p> <p>19 you serve as effectively a</p> <p>20 guarantor where you agree to pay</p> <p>21 an amount beyond the original</p> <p>22 grant if the hospitals cannot find</p> <p>23 alternative funding to pay for the</p> <p>24 surgeries?</p> <p>25 THE WITNESS: No, not to my</p>

1 BRIAN MULLANEY - VOLUME I
 2 knowledge, no. What we do here is
 3 25,000 bucks, send us your charts,
 4 let's see if you do a good job,
 5 and they come back and say we
 6 spent all the money, here is the
 7 names, here is the pictures, can
 8 we have another grant.
 9 And it's like hand to mouth.
 10 MR. LILIEN: Okay.
 11 Great.
 12 MR. POLKOWITZ: So the cost
 13 for an adult is \$300, you said?
 14 THE WITNESS: No.
 15 MR. POLKOWITZ: It's \$25?
 16 THE WITNESS: 25 to 35 to
 17 50, depending on the country, but
 18 around that.
 19 MR. POLKOWITZ: And then the
 20 child is?
 21 THE WITNESS: A standard
 22 cost would be \$300, because they
 23 need general anesthesia.
 24 MR. POLKOWITZ: I appreciate
 25 it.

1 BRIAN MULLANEY - VOLUME I
 2 section called overhead admin
 3 expenses.
 4 A Right.
 5 Q And it says total overhead
 6 admin -- the budget was 4.8 million.
 7 The actual is 5.9 million.
 8 Do you see that?
 9 A (Reviewing.)
 10 Yeah.
 11 Q If you go to the prior page,
 12 which is called FY'14 revenue summary,
 13 it says down at the bottom total
 14 revenue is 14 million --
 15 \$14.4 million, round numbers.
 16 Do you see that?
 17 A (Reviewing.)
 18 Total revenue, yeah.
 19 Q So on this report it says
 20 the overhead is almost \$6 million
 21 against \$14 million of revenue.
 22 What supports the claim that
 23 we saw earlier that said overhead is
 24 2 percent?
 25 A So that is the same time

1 BRIAN MULLANEY - VOLUME I
 2 THE WITNESS: We contribute
 3 150.
 4 MR. CURCHACK: The next
 5 exhibit is Exhibit 13, and it's a
 6 document that's called "Progress
 7 Report for the [REDACTED]
 8 [REDACTED]," dated July 2014.
 9 Do you recall seeing this
 10 report?
 11 THE WITNESS: (Reviewing.)
 12 (Exhibit 13 is Marked.)
 13 THE WITNESS: Yes.
 14 BY MR. CURCHACK:
 15 Q Were you involved in the
 16 preparation of this report?
 17 A Yep.
 18 Q If you could please turn to
 19 page 017986.
 20 A (Reviewing.)
 21 017986.
 22 Q It's called FY'14, expense
 23 summary.
 24 A Yeah.
 25 Q It says -- there's a line

1 BRIAN MULLANEY - VOLUME I
 2 frame as this.
 3 Q I believe it is -- the
 4 mailing date of that was in April of
 5 '15. This is fiscal '14.
 6 So it's the subsequent
 7 fiscal --
 8 A As I told you, I need to
 9 figure out how she calculated that.
 10 Q Okay.
 11 A I don't think our overhead
 12 is 2 percent. It was less than
 13 2 percent, but I don't know.
 14 Q You think it was less than
 15 2 percent?
 16 A No. No.
 17 Q Okay.
 18 A (Reviewing.)
 19 You know, the overhead for
 20 20/20/20 may have been calculated as
 21 different than the overhead for
 22 WonderWork.
 23 Q Could you explain that to
 24 us?
 25 A I am -- I'd rather get you

BRIAN MULLANEY - VOLUME I
the accurate information.

Q Why do you think it might have been calculated differently?

A Well, we'd certainly get a different number if you did allocations per charity program and did overhead that way rather than just doing overhead for all the numbers.

You could take the revenue for 20/20/20 and labor for 20/20/20 and, you know, the marketing, but I am not -- I'd rather get you accurate information than guess.

Q So you are saying there could be a different overhead percentage for 20/20/20, BurnRescue --

A I know it would be different, but I don't know how.

Q -- and WonderWork?

A Yes. But also one thing I would say is the difference between 15 and 14 -- this may have been the last year in '14 when we were spending huge amounts on direct mail, but, again, I

BRIAN MULLANEY - VOLUME I
way they did.

I will find out how they got the 2 percent, and I will share it with you.

MR. LILIEN: We will wait for that.

BY MR. CURCHACK:

Q In your mind, what is an in-kind donation?

A Oh. An in-kind donation can be a lot of different things. We had groups that gave us a million dollars' worth of free consulting a couple years ago, which was really valuable to us and it was the genesis of the whole IT project with the repository.

We have a medical advisory board that donates their time. That's an in-kind donation of their time to us. That is a small number.

The biggest number is an in-kind donation from surgeries where we are paying below market rate for a surgery that no one else would fill

BRIAN MULLANEY - VOLUME I
don't want to guess.

I would rather get you accurate information.

MR. LILIEN: Brian, just to follow up on that.

20/20/20 is not a legal entity?

THE WITNESS: No, it's a DBA.

BY MR. CURCHACK:

Q And it has no employees. It doesn't rent out office space?

A Right.

Q It's --

MR. LILIEN: It's all WonderWork?

THE WITNESS: Right.

MR. LILIEN: I want to make sure I understand what you are saying is that --

THE WITNESS: I am trying to figure out how anyone can get the 2 percent. And I didn't write that letter, but that may be one

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the void.

And that is the in-kind donation and we did that for 10 years at Smile Train. This year. Smile Train will record 58 million in in-kind donations from the surgeries.

I don't know what our number was, but that is the concept.

Q Explain to me how you understand that number is calculated.

A The number is calculated by getting a fair value for the surgery or what the hospital could have charged or what -- the cost the surgery.

So -- so we go to the hospitals -- as part of the methodology, we go to the hospital and say what is your cost for these cataract surgeries? They say \$60. We go we are giving you 25 for adult surgeries, and that would be a \$35 in-kind donation.

MR. LILIEN: What if they

<p style="text-align: right;">Page 274</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 receive the \$35 from another NGO</p> <p>3 or from the government?</p> <p>4 THE WITNESS: Yeah.</p> <p>5 Um, that is a good question.</p> <p>6 I don't know how we police that or</p> <p>7 we ask that.</p> <p>8 I don't know.</p> <p>9 BY MR. CURCHACK:</p> <p>10 Q And is the information that</p> <p>11 you base that on, the SurveyMonkey</p> <p>12 results that you mentioned earlier?</p> <p>13 A The SurveyMonkey is more</p> <p>14 like a partner annual thing, how are</p> <p>15 you doing, what do you like, what do</p> <p>16 you need.</p> <p>17 This is more at the end of</p> <p>18 the year.</p> <p>19 I think Tiffany just went</p> <p>20 through it for our new auditor's BDO</p> <p>21 and kind of verified the in-kind</p> <p>22 amounts and donations.</p> <p>23 Q Do you know when WonderWorks</p> <p>24 started including in-kind donations on</p> <p>25 its financial statements?</p>	<p style="text-align: right;">Page 276</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A I don't believe I have ever</p> <p>3 seen it, but I understand it. I know</p> <p>4 she does this, and we do this to be</p> <p>5 accurate when we figure out our</p> <p>6 in-kind --</p> <p>7 Q And she is "Hana"?</p> <p>8 A Yeah.</p> <p>9 Q And have you ever seen the</p> <p>10 chart that's attached?</p> <p>11 A No.</p> <p>12 Q As you look at it, can you</p> <p>13 tell what it is?</p> <p>14 A (Reviewing.)</p> <p>15 Yes.</p> <p>16 Q And what is it?</p> <p>17 A It's a survey of our</p> <p>18 partners to get their costs per</p> <p>19 surgeries, so we can figure out the</p> <p>20 accurate in-kind donations, I believe.</p> <p>21 Am I right?</p> <p>22 Q I don't know. I'm asking</p> <p>23 you, but thank you for your view.</p> <p>24 Do you know whether the</p> <p>25 partners who are --</p>
<p style="text-align: right;">Page 275</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A Probably -- we were a couple</p> <p>3 of years late. We should have done it</p> <p>4 the first year.</p> <p>5 I don't know.</p> <p>6 MR. CURCHACK: I would like</p> <p>7 to ask the reporter to please mark</p> <p>8 as Exhibit 14, a letter dated</p> <p>9 July 1, 2015, on WonderWork</p> <p>10 stationery. Production number is</p> <p>11 012929. It's addressed to Dear</p> <p>12 Sir or Madame, signed by Hana</p> <p>13 Fuchs, and attached to it is a</p> <p>14 multi-page spreadsheet that's not</p> <p>15 labeled, but I will ask you what</p> <p>16 it is.</p> <p>17 MS. SIMMONS: For the</p> <p>18 record, we removed two columns</p> <p>19 from it to make it more readable</p> <p>20 because it was one of these giant</p> <p>21 spreadsheets.</p> <p>22 (Exhibit 14 is Marked.)</p> <p>23 BY MR. CURCHACK:</p> <p>24 Q Do you recognize this</p> <p>25 letter?</p>	<p style="text-align: right;">Page 277</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 A She didn't send this chart</p> <p>3 to all these people.</p> <p>4 Q I have no reason to --</p> <p>5 A She wouldn't share with</p> <p>6 other partners the prices.</p> <p>7 MR. TRIVIGNO: Do you think</p> <p>8 these were together?</p> <p>9 MS. SIMMONS: This is the</p> <p>10 collection of the responses.</p> <p>11 MR. CURCHACK: No.</p> <p>12 MS. SIMMONS: This is the</p> <p>13 collection of the responses.</p> <p>14 MR. TRIVIGNO: Got it.</p> <p>15 THE WITNESS: Okay.</p> <p>16 BY MR. CURCHACK:</p> <p>17 Q You believe this is done</p> <p>18 every year?</p> <p>19 A Yeah, it should be.</p> <p>20 Q Do you know if your partners</p> <p>21 are told how the information that they</p> <p>22 are responding with will be used?</p> <p>23 A I don't know. I don't think</p> <p>24 so, but I don't know.</p> <p>25 Q Do you know whether your</p>

<p style="text-align: right;">Page 278</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 partners know that WonderWork</p> <p>3 considers the delta between their</p> <p>4 costs and your contribution to be</p> <p>5 deemed a donation?</p> <p>6 A I don't know.</p> <p>7 Q Again, you said this was</p> <p>8 done when you were at Smile Train?</p> <p>9 A Oh, yeah, and it's still</p> <p>10 done. In-kind donations are over</p> <p>11 \$50 million a year.</p> <p>12 Q Who whose idea was it?</p> <p>13 A To do this?</p> <p>14 Q Yes.</p> <p>15 A At Smile Train?</p> <p>16 Q Yes.</p> <p>17 A I don't know.</p> <p>18 Our auditors. I didn't even</p> <p>19 know what it was.</p> <p>20 MR. LILIEN: Would it be</p> <p>21 common for your auditors to</p> <p>22 propose to you ways of how to</p> <p>23 increase your amount of in-kind</p> <p>24 donations?</p> <p>25 THE WITNESS: To increase</p>	<p style="text-align: right;">Page 280</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 sometime, but what were those</p> <p>3 volunteers doing?</p> <p>4 THE WITNESS: They were</p> <p>5 going -- they sent volunteer</p> <p>6 missions at Operation Smile. They</p> <p>7 were Americans that were taking</p> <p>8 two-week vacations and making a</p> <p>9 hundred grand a year or a surgeon</p> <p>10 making a million a year and they</p> <p>11 would have every person in their</p> <p>12 job and say, well, what would you</p> <p>13 had gotten paid those two weeks.</p> <p>14 MR. LILIEN: Those are</p> <p>15 volunteers to Operation Smile?</p> <p>16 THE WITNESS: To</p> <p>17 Operation Smile, yes.</p> <p>18 MR. LILIEN: And going on</p> <p>19 these missions on behalf of</p> <p>20 Operation Smile?</p> <p>21 THE WITNESS: Yes.</p> <p>22 MR. LILIEN: Understand.</p> <p>23 Okay.</p> <p>24 MR. CURCHACK: I would like</p> <p>25 to mark as the next exhibit a</p>
<p style="text-align: right;">Page 279</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 it? You mean say don't make \$35,</p> <p>3 make it \$45?</p> <p>4 MR. LILIEN: To put it a</p> <p>5 little differently, would it be</p> <p>6 typical for your auditors to</p> <p>7 suggest to you ways of treating</p> <p>8 some of your donations on your</p> <p>9 financial statements?</p> <p>10 THE WITNESS: No, I don't</p> <p>11 think so.</p> <p>12 In thinking about this, I</p> <p>13 first learned about this when I</p> <p>14 was at Operation Smile, because</p> <p>15 they had thousands of volunteers,</p> <p>16 and they would apply a crazy</p> <p>17 hourly rate to those people --</p> <p>18 MR. LILIEN: Right.</p> <p>19 THE WITNESS: -- and come up</p> <p>20 with millions of dollars of</p> <p>21 in-kind donations. So it's a</p> <p>22 common term, theme, and we did</p> <p>23 it --</p> <p>24 MR. LILIEN: So I</p> <p>25 understand, I know it's been</p>	<p style="text-align: right;">Page 281</p> <p>1 BRIAN MULLANEY - VOLUME I</p> <p>2 composite of WonderWork field</p> <p>3 reports. I believe these -- the</p> <p>4 identification number is e-mail</p> <p>5 0009471.</p> <p>6 I believe they reflect</p> <p>7 reports of visits to facilities in</p> <p>8 Bangladesh, and these were</p> <p>9 identified by Ujjal when we spoke</p> <p>10 with him.</p> <p>11 I am going to ask you two</p> <p>12 questions about this.</p> <p>13 THE WITNESS: Did he tell</p> <p>14 you that his sister died of burns?</p> <p>15 (Whereupon a Discussion is</p> <p>16 Held Off the Record.)</p> <p>17 THE WITNESS: She was making</p> <p>18 dinner with her three kids and her</p> <p>19 sari caught on fire and burnt to</p> <p>20 death, three or four years ago.</p> <p>21 (Exhibit 15 is Marked.)</p> <p>22 MR. CURCHACK: He was</p> <p>23 working with you already?</p> <p>24 THE WITNESS: And the --</p> <p>25 maybe five years ago. He's a</p>

1 BRIAN MULLANEY - VOLUME I

2 great guy.

3 This is where I just went.

4 Okay.

5 BY MR. CURCHACK:

6 Q Okay.

7 Now, I ask you turn, please,
8 to page 947 -- sorry. It doesn't
9 help. They have the same number on
10 every page.

11 Page 6.

12 A (Reviewing.)

13 Who needs eye surgery now?

14 Page 6.

15 Q I believe this is the report
16 from the floating hospital.

17 A Yes.

18 Q Look at the heading -- the
19 section headed "Finance."

20 A (Reviewing.) Yes.

21 Q I am going to read a
22 sentence that says, "Target population
23 is below 20 percent poor and cost of
24 cataract surgeries is approximately
25 \$35 on which some portion of the funds

1 BRIAN MULLANEY - VOLUME I

2 A It depends on the channel
3 that they come in. A direct mail
4 retail donor we usually define it as
5 500 or a thousand bucks.

6 Someone who is a WonderWork
7 donor who -- they are all kind of
8 major donors, because they are all
9 above that level. I would say a
10 hundred thousand and up.

11 Q What is the difference
12 between a major donor and a -- not a
13 major donor?

14 A Well, we try to send better
15 letters to the WonderWork donors. We
16 can afford -- it's not that we just --
17 but we can afford to use better
18 stationery and first-class stamps and
19 more pictures and spend more on a
20 mailing to a WonderWork major donor
21 than to someone who is sending us 50
22 bucks a year.

23 So when someone becomes a
24 donor, direct mail, we mail them 18
25 times a year to get one and a half

1 BRIAN MULLANEY - VOLUME I
2 shared by patient."

3 Now, I read that to mean
4 that, in fact, the patient contributes
5 to the cost of the surgery; is that
6 correct?

7 A Yes.

8 Q So this would not be a free
9 surgery?

10 A Some of our partners have a
11 sliding scale, and they charge their
12 patients.

13 Q Okay.

14 If you turn to the report,
15 five pages later, which is with
16 respect to [REDACTED].

17 A (Reviewing.) Yeah.

18 Q Again, it says per surgery
19 cost is \$35, and free patients pay
20 partial cost.

21 A Yes.

22 Q Same answer there?

23 A Yes.

24 Q How do you define a major
25 donor?

1 BRIAN MULLANEY - VOLUME I

2 gifts. So those mailings are 34
3 cents, 35 cents. That's all you can
4 afford. We have over a hundred
5 thousand types of those donors.

6 But with the major donors,
7 we can spend more on mail and I try to
8 meet with them and fly to L.A. to meet
9 with them or have dinner with them,
10 call them on the phone, stuff like
11 that.

12 Again, it's almost like
13 buying a series of spectrum from 25
14 bucks up to a million bucks.

15 Q If you were making one of
16 those trips -- going out to dinner
17 with one of these donors, who would
18 pay for that, the trip or the dinner?

19 A I am misunderstanding. A
20 dinner on the trip, or are you saying
21 who would pay for a trip for me to go
22 to Bangladesh?

23 Q No, a donor trip. If you
24 are going to meet with a donor in Los
25 Angeles --

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A Oh.

Q -- who would pay for the cost of the trip?

A WonderWork would.

Q And if you were taking a donor out to dinner, who would pay for the cost of the dinner?

A WonderWork would, although sometimes I deduct it from my pay.

MR. LILIEN: Let's take a two-minute break.

(Whereupon a Recess Commenced at 6:14 and Testimony Recommended at 6:17.)

(Exhibit 16 is Marked.)

MR. CURCHACK: Our next exhibit is Exhibit 16 and it consists of three -- four grant reports.

(Whereupon a Discussion is Held Off the Record.)

MR. CURCHACK: Back on the record.

THE WITNESS: So that letter

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"

A (Reviewing.)

Q Do you recall this grant?

A Yes.

Q And were you involved in the preparation of this report?

A I am sure I approved it.

Q If you turn to page 11861.

A (Reviewing.)

Q It says under overview, "The end of November 2013, the

honored us

with a very generous grant of \$1 million. We distributed this grant immediately to WonderWork partner hospitals who had long waiting lists and the capacity to increase surgeries."

Did I read that correctly?

A (Reviewing.)

Yep.

Q Was that million dollars, in fact, distributed to partner hospitals?

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with all the boxes, I want you to know we never did anything like that before. It was all part of this, hey, you guys have to figure out what is restricted and what isn't and we came to those donors and those amounts and we didn't know what to put.

So we said -- we went to our lawyers and said can we just send them a letter and let them check the box so there won't be anyone second-guessing us or anything like that.

That was the thought behind it.

BY MR. CURCHACK:

Q So this exhibit consists of four grant reports. Some cases they say final -- we will identify them as we go.

The first one, which begins with production number 011860, it is called "Final Grant Report For the

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A I believe so.

Q Okay.

Now, let's look at the initial

grant report, which is dated February 12, 2014, and it's just a one -- it's two pages, the front and back.

If you look at page 11858, it says, "When? This grant was received December 31, 2013. A hundred percent of this money was distributed to WonderWork partners and partner hospitals on or before January 17, 2014. All surgeries should be completed by June 2014."

Do you see that?

A Right.

Q Do you recall this grant?

A Yeah.

Q And was that money, in fact, distributed to partner hospitals?

A I believe so.

Q Okay.

BRIAN MULLANEY - VOLUME I

Now, let's look at the final grant report for the [REDACTED]

A [REDACTED].

Q [REDACTED], sorry. It begins with production number 012302.

A Right.

Q And let's look at page 012291.

A Right.

Q And that says, "In February 2014, you honored us with a very generous pledge of \$4,000 to provide a thousand eye surgeries."

MR. LILIEN: 40,000.

MR. CURCHACK: 40,000.

Sorry.

BY MR. CURCHACK:

Q I will read it again.

"February 2014, you honored us with a very generous pledge of \$40,000 to provide a thousand eye surgeries," and I will leave out some words.

BRIAN MULLANEY - VOLUME I

Do you see that?

A Hm-hm.

Q Okay.

Now, each of these grants was received in fiscal year 2014; is that correct?

You have November 2013 for [REDACTED]; February -- I'm sorry, December 31, 2013, for Arnold; February 2014 for [REDACTED]; September 2013 for [REDACTED].

A Okay.

Q So we got 1 million; 500,000; 40,000; and 500,000 --

A (Reviewing.)

Q -- is that correct?

A Yes.

Q So that's a total of \$2,040,000.

Okay?

A Right.

MR. CURCHACK: I would like to mark as the next exhibit the WonderWork, Inc. Form CHAR-500 for

BRIAN MULLANEY - VOLUME I

"We distributed this grant to our partner [REDACTED], who was able to put this money to use immediately."

Do you see that?

A Hm-hm.

Q And do you recall receiving that grant?

A [REDACTED], yes.

Q Do you recall distributing that money to [REDACTED]?

A I assume we did, yes.

Q Last, I would like to refer to the final grant report for [REDACTED], which is production number 012099, and this says -- first, do you remember receiving the [REDACTED] grant?

A Yep.

Q "As of September 2013, we received four grants from [REDACTED] totalling \$500,000. Each of those was distributed immediately to WonderWork partner hospitals."

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the fiscal year-ended June 30, 2014. It begins at production number 0172 and runs through 0236.

THE REPORTER: 17.

(Exhibit 17 is Marked.)

MR. CURCHACK: And for the record, this consists of the New York CHAR-500 Form, attached to which is the Form 990 and attached to that is the audited financial statements for fiscal year 2014.

THE WITNESS: Okay.

BY MR. CURCHACK:

Q I ask you -- when you get that, look at page 0227. It is headed "Statement of Functional Expenses."

Okay?

A Yep.

Q Now, the first line on that table says grants, and this would be the amount that was distributed in grants by WonderWork during this fiscal year; is that correct?

A Right.

BRIAN MULLANEY - VOLUME I

Q The number on the chart is
\$1,543,055.

Is that right?

A Right. It doesn't match. I
will have to find out why. I don't
have an answer for you.

Do you want me to find out
why?

Q I would be interested in
knowing why you told these grants that
their money was distributed when
according to your audited financial
statement it apparently wasn't. So
yes, please.

A Okay.

Can I leave that exhibit and
take your copy?

MR. TRIVIGNO: Yeah.

MR. CURCHACK: I think this
is a good point to take a break.

(Whereupon Testimony
Concluded at 6:32 p.m.)

I, S. Arielle Santos, a Registered
Professional Reporter, Certified
Shorthand Reporter and Certified
LiveNote Reporter do hereby certify:
That prior to being examined, the
witness named in the forgoing
deposition, was by me duly sworn to
testify the truth, the whole truth,
and nothing but the truth.
That said deposition was taken before
me at the time and place set forth and
was taken down by me in shorthand and
thereafter reduced to computerized
transcription under my direction and
supervision, and I hereby certify the
foregoing deposition is a full, true
and correct transcript of my shorthand
notes so taken.
I further certify that I am neither
counsel for nor related to any party
to said action nor in anywise
interested in the outcome thereof.

A				
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MULLANEY

EXHIBIT 1

WonderWork Measuring Effectiveness Policy

WHEREAS, the WonderWork board of directors seeks to establish a policy on effectiveness assessment to help ensure that the organization has defined, measurable goals and objectives in place and a defined process in place to evaluate the success and impact of its program(s) in fulfilling these goals and objectives of the organization and that also identifies ways to address any deficiencies.

IT IS THEREFORE RESOLVED THAT the board of directors adopts the following policy:

1. At least once every two years, WonderWork will review its goals and objectives toward achieving its mission and will complete a performance and effectiveness assessment of its programs based on that review.
2. This first such assessment will be in June 2016 and will be conducted under the authority of the Audit Committee of the Board.
3. The WonderWork Board will receive a written report of this assessment:
 - a. Describing the activities that WonderWork undertook in the prior two years to achieve its goals and objectives.
 - b. Identifying the measures used to assess WonderWork's effectiveness in achieving its goals and objectives.
 - c. Analyzing the effectiveness of WonderWork's programs in achieving WonderWork's goals and objectives.
 - d. Recommending future actions WonderWork might take to increase effectiveness based on the findings.
4. At the conclusion of this process, WonderWork will revise its goals and objectives as needed for the upcoming term and will suggest means of measuring them.

EXHIBIT -1

Brian Mullaney

8/16/17

S. Anelle Santos, RPR, CSR

TransPerfect Legal

MULLANEY

EXHIBIT 2

From: Brian Mullaney [brian@surgery4thepoor.org]
Sent: Sunday, December 18, 2011 1:44 PM
To: Karen Lazarus; Hana Fuchs; DeLois Greenwood
Subject: good news bad news

Hi,

Good news is [REDACTED] just agreed to let us use his \$5 million as a matching grant. Thank God.

Bad news is [REDACTED] has reduced his grant from \$5 million to \$1 million IF we can resolve my lawsuit and Hana's lawsuit with Wang. (I am confident we can accommodate them.)

He did say that he will consider future funding which leads me to believe that if we can stay away from fighting with Wang and are successful, we will end up with the entire \$5 million he originally agreed to give us. He has made it clear he doesn't want to be part of any lawsuits or controversy and he and his lawyers will be watching us closely over the next year.

Now is not the time to be in court with Wang for any of us. We all have legitimate claims against him and smile train but fighting with him now will only undermine our efforts with Surgery For The Poor and tarnish all of our reputations.

Over the past year, because of conflict and turmoil with Charles Wang, Surgery For The Poor has lost...

- \$5,000,000 grant from [REDACTED]
- \$5,000,000 grant from [REDACTED]
- \$5,000,000 grant from [REDACTED]
- \$4,000,000 from [REDACTED] and his offer to join our board and possibly be Chairman.
- Any chance of ever receiving support from [REDACTED]
- Maybe \$1 million from [REDACTED], no word from them.

EXHIBIT -2

Brian Mullaney

8/16/17

S. Arielle Santos, RPR, CSR

TransPerfect Legal

If we do not resolve these two lawsuits we will lose the \$1 million grant [REDACTED] has promised to give us immediately, as well as any chance of future support and of course, having bill conway involved with us.

Look how much we have lost - \$19 million - because of Wang and that's BEFORE even going to court with him. A trial with Hana and or me would send all of our supporters running for the hills and all of our money would evaporate along with our reputations. Is any of this worth a lawsuit that at best will result in an award of a few hundred thousand dollars? Even a successful lawsuit will not lead to a 5 year payout as it is way too much, at most any of us would get 1 to 1.5 years of severance which is peanuts compared to what we will lose.

A lawsuit right now would be playing right into his hands - this is exactly what Wang wants, the chance to smear and slander us as we destroy ourselves. If he had any idea how much money he has cost us he would be thrilled. I know it is very frustrating to wait. And all of us would like to see wang go to jail. But we have to be smart about this and we have to put our own personal interests aside for the moment and consider our collective good. Like Franklin said during the revolutionary war, we must hang together or we will hang separately.

As you know, I have put my own interests on hold to build this new charity and so did all of you when you refused to sign the original severance deals 10 months ago. I had a handshake deal back in May and asked them to include all three of you. Back in february my lawyer said he could get me a lot of money if I agreed to support the merger instead of fighting it. The new deal they want me to sign is very bad compared to my current deal and I literally am forgoing more than half a million dollars that they promised me. I agreed to do that so that you three would get the severance deals you deserve. And even though my lawyer says I have a good chance if I appeal my lawsuit with Wang, I am folding my tent to appease [REDACTED] and sending Wang \$650,000 next week.

I am confident that we will all be able to settle with the regime that follows Wang whenever that is! One way or another, I do not envision him running smile train for another year. Smits has told me several times that Wang has said he doesn't want to run Smile Train.

If for some reason, Wang does continue to run Smile Train, any and all of us could sue him and Smile Train in six - 12 months

if we wish once Surgery For The Poor is more established and we have donors, start-up capital, and of course some success with blindness. Smits advised me to sue smile train in federal court which he says refers just about everything to mediation, he said I would win quickly and easily. We can sue him when we are in a position to weather the storm.

Right now, we have much more to lose than Wang does.

As a small token of appreciation for all of you not signing those wicked severance agreements and joining surgery for the poor I am going to give all of you a \$15,000 year end bonus once we receive the [REDACTED] grant in January to help you with your legal fees.

This money is NOT coming from donations or donors but from our services contract with Ueltschi.

Please let me know what you think.

Thanks,

Brian

Brian Mullaney
Co-Founder
Surgery For The Poor
420 Fifth Avenue, 27th Floor
New York, New York 10018
email brian@surgery4thepoor.org
tel 646-558-3768
cell 917-902-7550
www.surgery4thepoor.org



TIME magazine named Surgery For The Poor one of "10 Ideas That Can Change The World"

MULLANEY
EXHIBIT 3

From: Karen Lazarus [karen@wonderwork.org]

Sent: Friday, February 12, 2016 2:53 PM

To: Brian Mullaney

CC: DeLois Greenwood; Hana Fuchs

Subject: Re: Better Business Bureau

Attachments: X_BBB_WWBrochure-AnnualReport_reduced_FY14.pdf; X_BOD_EffectivenessPolicy [1].docx; X_BBB_applicationDRAFT_Feb12,2016.pdf

Hi Brian, here's the Draft Annual Report with the pages we discussed. Since it's FY2014, I've used the MAB and BOD from that period. However, I did put asterisks for those people who are no longer with the organization. The Effectiveness Policy attached is from a template provided by the BBB that I modified a bit.

I've also attached a PDF of the application so you can see the changes I incorporated as of our last email exchange yesterday.

Below are a couple remaining questions/follow up comments:

Page 2 – Mission Statement. (*"Please state your organization's purpose/mission statement as it appears in your articles of incorporation, by laws, and/or other office source"*):

WonderWork provides free, life-changing surgeries for children and adults who are blind, severely burned or crippled with clubfoot. Instead of sending American doctors on missions, WonderWork empowers local doctors through free training, equipment and financial aid. *This is our standard mission statement we usually use. However, if we take it from an official source, per BBB, see below.*

Per 990:

WonderWork provides treatment, surgery and related assistance to children and adults everywhere including those in developing countries, suffering from disease, illness or disability.

Per Articles of Incorporation:

WonderWork provides treatment, surgery, and related assistance to children and adults everywhere, including those in developing countries, suffering from disease, illness, or disability, including but not necessarily limited to blindness, club foot, hydrocephalus, pediatric cardiac surgery, and burns; and to further support medical institutions and other charitable organizations engaged in the provision of these services; as well as to educate doctors and the public on potential treatments and surgical techniques, and creating general awareness of these disabilities and available treatments.

=====

Page 2 – Principal Program Service Activities – I have revised again per your comments below.

WonderWork is focused on 3 medical problems that affect tens of millions of poor children and adults in the developing world. Each problem can be easily solved through a simple surgery or procedure that takes very little time and costs very little money:

Blindness: 20 million children and adults who are blind today could see tomorrow if they received a 15-minute surgery. But most of them they are too poor to afford it. The eye surgery we provide can restore the eyesight of a blind child or adult in as little as 15 minutes.

Clubfoot: 2 million children in the world who are suffering with clubfoot could be cured through a miracle cure. A series of casts straighten the feet in just 6 weeks. Then the child wears a brace at night for several years to keep them in line. This cure is 95% effective.

Burns: 15 million children who have been severely burned can be transformed through surgery that can separate skin that has been fused together. This new freedom of movement can be a lifesaver for a child or adult who has been deformed and crippled by severe burns.

Most of the patients we treat live below the global poverty line of \$1.25/day. Most have never seen a doctor before. The

vast majority of them could never even afford the surgery they need without help from organizations like WonderWork.

To maximize our reach, WonderWork has formed partnerships with 75 hospitals and organizations that are helping children and adults in 60 of the world's poorest countries. Instead of sending doctors on 2-week missions, but rather by providing local doctors crucial financial support, we empower them to help children and adults in their own communities. Local surgical teams can provide ten times as many surgeries as a mission group can – for one-tenth the cost.

As the safety of our patients is our #1 priority, our WonderWork medical partners are selected based on their experience, credentials and ability to deliver quality clinical care. We also have a Medical Advisory Board which is composed of the best and brightest surgical experts in the world. They help evaluate and set the standards for safety and quality for all medical programs.

To date, WonderWork has helped provide more than 135,000 surgeries to children and adults who are blind, severely burned and crippled with clubfoot.

=====

Page 4 - didn't we have a **board meeting** in both October and December, 2015? You say our last meeting was 9 months ago. I AM USING THE BOARD MEETING IN THE LAST COMPLETED FISCAL YEAR. THIS IS APPARENTLY WHAT THEY WANT, AS I ALREADY CONFIRMED THIS.

Where does it say that? And if that is so, I am not the Chairman as I wasn't during the last fiscal year. Are you sure about this? My BBB contact had told me over the phone to use the last completed fiscal year (it's not clear what to use). If I try to list more than the most recently completed fiscal year, I get the following error message: **There is a problem with the information in this section: List board meetings in question 3 only if they fall within your last fiscal year.** Regarding your question about the board positions, true, you were not Chairman in the last fiscal year, however, the questions seem to indicate that the most current information is needed. I can confirm this with my BBB contact. The form does not make this very clear.

=====

Page 5 – outside consulting firms

The question is "In the past year, did your organization hire any of the following:" To me, this means "past fiscal year" however, I will verify with my BBB contact. Again, the form is somewhat vague with regards to which year(s) to use. As you said, we hired CDR in December 2014.

=====

Page 5 – comments regarding compensation – my revision below.

WonderWork engaged a leading executive compensation firm to provide competitive compensation data and analysis for our CEO. This firm deemed our CEO's compensation was fair and reasonable. His compensation is also approved by our Board.

=====

Regarding the references to "more than one program activity," this has been adjusted in those 2 places.

=====

Regarding the "call to action" for the Joint Costs, I updated the response (which I believe you already saw in yesterday's email), but including it again, just in case:

For blindness, we asked the recipient to follow a variety of simple steps for maintaining healthy eyes: have a comprehensive dilated eye exam, know your family's eye health history, eat right to protect your sight, maintain a healthy weight, quit smoking or never start, wear protective eyewear, give your eyes a rest. etc.

For burns, we told the recipient how they can prevent fires and burns by doing some of the following: installing smoke alarms in one's home, practice getting in and out of the house through various exits, avoid wearing loose-fitting clothes while cooking, never smoke in bed or leave burning cigarettes unattended, etc. We also told the recipient what to do as well as what not to do when treating burns.

For clubfoot, we asked the recipients to seek treatment in the first week or two of life if a baby is born with clubfoot; as well as signs to watch for during and after treatment. We explained to recipients what happens if the clubfoot goes untreated or what can happen if it relapses. We explained different treatment options from casting to surgery, as well as the various risks involved.

From: Brian Mullaney <brian@wonderwork.org>

Date: Thursday, February 11, 2016 2:57 PM

To: Karen Lazarus <karen@wonderwork.org>

Cc: DeLois Greenwood <delois@wonderwork.org>, Hana Fuchs <hana@wonderwork.org>

Subject: Re: Better Business Bureau

Thanks – my comments below.

From: Brian Mullaney <brian@wonderwork.org>

Date: Thursday, February 11, 2016 12:22 PM

To: Karen Lazarus <karen@wonderwork.org>

Cc: DeLois Greenwood <delois@wonderwork.org>

Subject: Better Business Bureau

Hi,

Here are just a few comments on the paper version you gave me this week....

You say 9 employees. I count

1. Brian
2. Delois
3. Karen
4. Hana
5. Janet
6. Vera
7. Tiffany
8. Angie
9. Ujjal – HANA DOES NOT COUNT UJJAL AS AN EMPLOYEE, SINCE HE'S A CONSULTANT.
10. Michele

I would not count Mike Schell as it is so infrequent. WE DIDN'T.

Page 2 – they ask for program service activities – what we do. You talk about three areas – that is good. THEY WANT IT TO BE NO LONGER THAN 250 WORDS. BELOW IS WHAT I WROTE IN THE BOX. I ADDED A LITTLE ADDITIONAL LANGUAGE IN RED WHICH BUMPS IT UP OVER THE 250 WORDS, BUT I THINK THAT WON'T BE A BIG PROBLEM. You have a lot of generic stuff about the problems and solutions.

They want to know what WE DO. How we work. You never mention empowering local surgeons, providing financial support, training, equipment, etc.
Medical advisory board. Etc.

WonderWork is focused on 3 medical problems that affect tens of millions of poor children and adults in the developing world. Each problem can be easily solved through a simple surgery or procedure that takes very little time and costs very little money:

Blindness: 20 million children and adults who are blind today could see tomorrow if they received a 15-minute surgery. But most of them they are too poor to afford it. The eye surgery we provide can restore the eyesight of a blind child or adult in as little as 15 minutes.

Clubfoot: 2 million children in the world who are suffering with clubfoot could be cured through a miracle cure. A series of casts straighten the feet in just 6 weeks. Then the child wears a brace at night for several years to keep them in line. This cure is 95% effective.

Burns: 15 million children who have been severely burned can be transformed through surgery that can separate skin that has been fused together. This new freedom of movement can be a lifesaver for a child or adult who has been deformed and crippled by severe burns.

WonderWork has formed partnerships with 75 hospitals and organizations that are helping children and adults in 60 of the world's poorest countries. Instead of sending volunteer American doctors on 2-week medical missions, these life-changing surgeries are provided by local surgeons so that they can help the people in their communities.

As the safety of our patients is our #1 priority, our WonderWork medical partners are selected based on their experience, credentials and ability to deliver quality clinical care. We also have a Medical Advisory Board which is composed of the best and brightest surgical experts in the world. They help evaluate and set the standards for safety and quality for all medical programs.

To date, WonderWork has helped provide more than 135,000 surgeries to children and adults who are blind, severely burned and crippled with clubfoot.

I wasn't complaining about length. I was pointing out that they wanted to know what we do and you talk about everything but that. The only thing you say that we do is form partnerships and we have a MAB. You don't say what we do or how we do it. You never even say we empower local surgeons in developing countries which is our core program.

Page 4 – didn't we have a board meeting in both October and December, 2015? You say our last meeting was 9 months ago. I AM USING THE BOARD MEETING IN THE LAST COMPLETED FISCAL YEAR. THIS IS APPARENTLY WHAT THEY WANT, AS I ALREADY CONFIRMED THIS.

Where does it say that? And if that is so, I am not the Chairman as I wasn't during the last fiscal year. Are you sure about this?

We have not hired any outside fundraising firms in past 12 months. (We hired CDR in december, 2014.) I WAS USING THE

PAST "FISCAL YEAR" NOT CALENDAR. I GUESS THIS IS A BIT OF A TOSS UP. HOWEVER YOU WANT TO GO, SEEMS HARMLESS EITHER WAY.

You have to be consistent – can you please show me where they say answers should be for last fiscal year? How did you “confirm” that?

Page 5 - yes I believe the board sees the auditors management letter – check with Hana. I CHECKED WITH HANA A SECOND TIME AND SHE CONFIRMED THAT "THERE WERE NO RECOMMENDATIONS, THEREFORE NO LETTER."

NOTE PER BBB: *The auditor's "management letter" refers to a letter of recommendation written to the charity's board of directors that includes any relevant auditor recommendations regarding accounting practices such as internal controls, operating procedures, and/or overall accounting policies. This letter should not be confused with the "auditor's opinion" which is part of the audit report.*

Don't know why you include comments regarding compensation – what you wrote is about my duties not compensation plus I do not know what “surgical scalability” is. I THOUGHT THAT WE SHOULD MENTION HOW YOU ARE ESSENTIALLY RESPONSIBLE FOR ALL ASPECTS OF THE ORGANIZATION FROM FUNDRAISING TO PROGRAMS, ETC.. IF YOU FEEL THIS COMMENT IS UNNECESSARY, NOR HELPFUL, TO SUPPORTING YOUR TOTAL COMPENSATION, WE CAN REMOVE IT. IT IS NOT A REQUIRED COMMENT.

wouldn't it be more relevant to state it was reviewed and deemed fair and reasonable by an independent compensation expert or what ever they call those folks?

Page 9

Does your organization have more than one major program activity? You wrote no – don't we have several major program activities? Surgery? Public Information? Building a hospital? I HAVE ADJUSTED THIS. YOU ARE CORRECT. I THOUGHT "SURGERY" WAS OUR SOLE PROGRAM ACTIVITY AND NEGLECTED PUBLIC INFORMATION (HOSPITAL WOULD BE AN ACTIVITY FOR THIS COMING YEAR). THEY DON'T ASK TO LIST REGARDLESS.

Page 10 - they are asking what the call to action is from “joint activity” and you do not list one. Take care of their eyes, avoid..... Be careful around fires, etc. Look at our materials and include all the good advice and call to actions we include in all three causes. ORIGINALLY I HAD ONLY INCLUDED BLINDNESS BECAUSE I WAS THINKING OF WHAT WE DO CURRENTLY, BUT GOING BACK TO 2014, YOU ARE CORRECT, WE NEED TO INCLUDE ALL CAUSES. BELOW IS MY ADJUSTED COPY.

For blindness, we asked the recipient to follow a variety of simple steps for maintaining healthy eyes: have a comprehensive dilated eye exam, know your family's eye health history, eat right to protect your sight, maintain a healthy weight, quit smoking or never start, wear protective eyewear, give your eyes a rest. etc.

For burns, we told the recipient how they can prevent fires and burns by doing some of the following: installing smoke alarms in one's home, practice getting in and out of the house through various exits, avoid wearing loose-fitting clothes while cooking, never smoke in bed or leave burning cigarettes unattended, etc. We also told the recipient what to do as well as what not to do when treating burns.

For clubfoot, we asked the recipients to seek treatment in the first week or two of life if a baby is born with clubfoot; as well as signs to watch for during and after treatment. We explained to recipients what happens if the clubfoot goes untreated or what can happen if it relapses. We explained different treatment options from casting to surgery, as well as the various risks involved.

Page 11 – we have more than one program activity.

YES, ADJUSTING THIS AS WELL. WE WILL NEED TO PROVIDE THE "PROGRAM ACTIVITY" FY16 BUDGET BREAKOUT. HANA IS LOOKING AT THIS NOW.

Thanks

b

Brian Mullaney
Co-Founder/CEO

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[Watch two blind sisters see their mom for the first time!](#)

More than 7,500,000 people have watched this heart-warming video so far. It was the #1 watched video on the National Geographic website for 2014.



TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

MULLANEY
EXHIBIT 4

From: "Brian Mullaney"
Subject: Re: better business bureau
Sent: Tue, 2 Feb 2016 18:40:39 -0400
[2F5A9E35-4EF5-4412-BCC3-947F8754FA19\[1\].png](#)
[2F5A9E35-4EF5-4412-BCC3-947F8754FA19\[6\].png](#)

From: Brian Mullaney [brian@wonderwork.org]
Sent: Tuesday, February 02, 2016 1:41 PM
To: Karen Lazarus
Subject: Re: better business bureau

Okay please make minutes out of the following.

Board meeting began - ?

Board accepted resignation of Ted Dysart,
Board discussed credentials of new board member prospects.
Mullaney nominated following LIST THEM and they were unanimously approved with staggered terms as follows.
Please make a suggestion as for Class Of....
Board approved the following:
JJ Coneys will serve as the lead Independent director and Secretary
Mullaney will serve as Chairman and CEO.
Ravi Kant will serve as Treasurer.
Board approved re-scheduling next board meeting from Feb _? To march _____? At 10:00am.

Thank you.

Board meeting ended - ?

Brian Mullaney
Co-Founder/CEO

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EXHIBIT -4
Brian Mullaney
8/16/17
S. Arielle Santos, RPR, CSR
TransPerfect Legal

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Miracle surgeries for children.
**wonder
work**

TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

From: Karen Lazarus
Date: Tuesday, February 2, 2016 at 1:00 PM
To: brian mullaney
Subject: Re: better business bureau

WW_EMAILS0254693

Okay, thanks for the clarification on the BBB application. Regarding minutes, correct, I only have Ravi's comments incorporated into the

revised draft. Never saw anything from Ted. Regarding the short January call, I don't have any feedback on the minutes.

From: Brian Mullaney <brian@wonderwork.org>

Date: Tuesday, February 2, 2016 11:54 AM

To: Karen Lazarus <karen@wonderwork.org>

Subject: better business bureau

It looks good, please complete and let me see before we submit.

fyi: jj would not serve as chairman so I am interim chairman for a year when we will select one of our new directors.

Ravi is treasurer, JJ coneys is lead director and secretary, I am chairman and ceo.

I have you comments on minutes from ravi but not ted right?

Also, I never sent you minutes from our short january conferece call meeting right?

Thanks

B.

Brian Mullaney

Co-Founder/CEO

WonderWork

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TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

MULLANEY

EXHIBIT 5

From: Brian Mullaney [brian@wonderwork.org]
Sent: Wednesday, December 07, 2016 1:58 PM
To: Hana Fuchs
Subject: Re: Review of WW donors

Hana,

Please call me right away.

b

Brian Mullaney
Co-Founder/CEO

WonderWork
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tel: 212.729.1855
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TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

From: Hana Fuchs <hana@wonderwork.org>
Date: Wednesday, December 7, 2016 at 1:55 PM
To: Brian Mullaney <brian@wonderwork.org>
Cc: Kimberly Johnson <kimberlyjohnson@KPMG.com>
Subject: Review of WW donors

Hi Brian,

We went through the WW donations for FY16 and came up with the following:

Of the total WW donations, we have already restricted [REDACTED]
We can reclassify \$255,849.18 from WW to blindness restriction based on grant proposals.
We can also reclassify \$10,975 to blindness based on web donations that were restricted.
If we restrict [REDACTED] funds – did he sent a letter?, we have \$1,925,179 remaining.

EXHIBIT -5

Brian Mullaney

8/16/17

S. Arielle Santos, RPR, CSR

TransPerfect Legal

5,592,003.38	total WW donations
1,000,000.00	██████ time restricted over 10 years
400,000.00	██████ restricted to database already
255,849.18	blindness surgeries - grant proposal
10,975.00	web donations retriected to blindness
3,925,179.20	remaining WW funds for the mission
2,000,000.00	██████
1,925,179.20	

The WW letters sent to these \$1.9 million remaining donors asks them to fund surgeries in support of our mission.

This amount is restricted to our mission however according to GAAP (generally accepted accounting principles) this amount is unrestricted on our balance sheet. This is what our charity does.

We have been accounting for this correctly in the past based on GAAP.

It may be beneficial to have Kim speak with Jeremy from the law firm to explain this to him.

Let me know if you have any questions.

Thanks, Hana

Hana Fuchs
Chief Financial Officer
WonderWork

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tel: 212.729.1855 ext. 103
email: hana@wonderwork.org
www.WonderWork.org



TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

MULLANEY
EXHIBIT 6

From: Brian Mullaney [brian@wonderwork.org]
Sent: Tuesday, December 06, 2016 3:18 PM
To: Mann, Pamela A.; Hana Fuchs
CC: Johnson, Kimberly; Steckel, Jeremy S.
Subject: Re: intro to our Audit Partner from KPMG

Hi All,

We had a good talk today with Kimberly.

I told her that I think we have been doing our restrictions wrong for the past few years. For some reason, we were restricting all of our retail direct mail donations that came in to the lockbox in special envelopes = but not restricting any of the donations that come in from major donor mailings.

These major donor mailings ask NOT for general purpose gifts but for donations to support our free surgery programs. On the stationery which these major donor letters are written on say all of your donations will go towards programs.

Anyhow, Kimberly has to think this over. But in the meantime, she has asked us to go over all donations raised in fy 2016 and match appeals with donations for major donors to show that they were asked for specific support – and just “support our mission.” If you look at the major donor letters we have provided with the egnyte link, the very first letter could not be more specific.

I write most if not all of the direct mail letters and I have never written a “support our mission” letter.

If we can confirm this it would mean that 99% of our funds are restricted donations.

We will keep you posted.

Thanks,

Brian

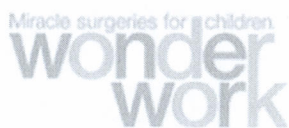
Brian Mullaney
Co-Founder/CEO

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EXHIBIT -6
Brian Mullaney
8/16/17
S. Arielle Santos, RPR, CSR
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TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

From: "Mann, Pamela A." <Mann@clm.com>
Date: Tuesday, December 6, 2016 at 3:08 PM
To: Hana Fuchs <hana@wonderwork.org>
Cc: Brian Mullaney <brian@wonderwork.org>, Kimberly Johnson <kimberlyjohnson@KPMG.com>, "Steckel, Jeremy S." <Steckel@clm.com>
Subject: RE: intro to our Audit Partner from KPMG

Thanks, Hana. I will be working with Jeremy on all these financial things, so I've copied him here. Kimberly, we look forward to being in contact with you.

Pamela A. Mann
Carter Ledyard & Milburn LLP
2 Wall Street
New York, NY 10005
Direct: 212-238-8758
General: 212-732-3200
mann@clm.com

From: Hana Fuchs [mailto:hana@wonderwork.org]
Sent: Tuesday, December 06, 2016 1:29 PM
To: Mann, Pamela A.
Cc: Brian Mullaney; Johnson, Kimberly
Subject: intro to our Audit Partner from KPMG

Hi Pamela,
I wanted to introduce to our Audit Partner from KPMG, Kimberly Johnson. She may be giving you a call in the near future to discuss our ongoing concerns and issues with the Help Me See arbitration and rulings.
Let me know if you have any questions.
Regards, Hana

Hana Fuchs
Chief Financial Officer
WonderWork

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MULLANEY
EXHIBIT 7

From: Brian Mullaney [brian@wonderwork.org]
Sent: Wednesday, December 07, 2016 9:54 AM
To: Hana Fuchs
Subject: Re: important

This is for major donors – and we need every penny so please just don't research the large gifts!
We need to document that every major donor gift – with the exception of [REDACTED] – came in response to a specific ask so that all of that money is restricted.
This is the most important part of our case right now.
Please supervise and make sure this is done quickly and correctly.
Thanks
b

Brian Mullaney
Co-Founder/CEO

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TIME magazine named WonderWork "One of 10 Ideas That Can Change The World."

From: Hana Fuchs <hana@wonderwork.org>
Date: Wednesday, December 7, 2016 at 9:47 AM
To: Brian Mullaney <brian@wonderwork.org>
Subject: RE: important

Hi Brian,
I spoke with Kimberly yesterday and she suggested researching the larger WW gifts from FY16. Karen, Janet and Vera and looking into matching them with a specific ask.
Will update you as soon as we have done this.
Thanks H

From: Brian Mullaney
Sent: Wednesday, December 07, 2016 9:21 AM
To: Hana Fuchs
Subject: important

Hi Hana,

Ensuring that the currently unrestricted monies on our balance sheet really are restricted by researching where they

EXHIBIT -7
Brian Mullaney
8/16/17
S. Arielle Santos, RPR, CSR
TransPerfect Legal

came from and from what appeals is critically important.

Please work on this full-time and keep me posted.

Let's get a review of all FY 2016 donations done as soon as you can and speak again with Kimberly.

Don't worry that we have been doing it wrong as that is my fault and I appreciate your intentions to have as much unrestricted money as possible.

But the truth is that the vast majority of these funds came in from specific appeals in which these major donors were told their donations would be used for surgeries.

And we need to correct our books to reflect that.

Thank you.

b

Brian Mullaney
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MULLANEY
EXHIBIT 8

Miracle surgeries for children.
**wonder
work**

"...one of 10 ideas that
will change the world."

- TIME

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Co-Founder & CEO,
WonderWork

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Author, *Freakonomics*

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Christie Brinkley
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Actor

Alex Trobek
Host of Jeopardy!

Bette Midler
Entertainer

Chris Meloni
Actor

Candice Bergen
Actor

Jane Kaczmarek
Actor

Sir Ben Kingsley
Actor



April 7, 2017

Dear [REDACTED],

We want to make sure we use your very generous donation of \$50,000 that we received on 5/24/2016 in accordance with your wishes.

Could you please take just a moment and check a box below, sign underneath, and send this back to us in the enclosed, stamped, self-addressed envelope? If easier, you may email me a PDF copy at brian@wonderwork.org.

I would greatly appreciate it!



Please use my donation for any of your surgery programs.



Please use my donation for blindness surgery programs.



Please use my donation for burn surgery programs.



Please use my donation for clubfoot surgery programs.



Please use my donation for general support.

Name: [REDACTED]

4.14.17
Date

Thank you so much for your help with this - and as always - for your very generous support.

WE COULD DO NOTHING WITHOUT IT!

With gratitude,

Brian
312-720-1855
brian@wonderwork.org

P.S. If you have any questions, email me at brian@wonderwork.org or call me on my cell: 917-902-7550. Thank you very much!

EXHIBIT -8

Brian Mullaney

8/16/17

S. Arielle Santos, RPR, CSR
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MULLANEY
EXHIBIT 9

P.O. Box 96669, Washington, DC 20090-6669

20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS
Brian Mullaney
Co-Founder



One donation from you can restore
the eyesight of a blind child.
(And we'll never ask you for another.)

EXHIBIT -9

Brian Mullaney

8/16/17

S. Arielle Santos, RPR, CSR

TransPerfect Legal

WON-EX 9021

Send us a donation and we'll never ask for another!

Return Address

Attention: Brian

20/20/20
P.O. Box 96669
Washington, DC 20090-6669

10/11/13 10:10:10



IWCG Job No: 2013080
Component: RAE

Project: WW 20/20/20 April Acquisition
Size: #9 Stock: white Ink: 1/1; PMS 329 Green

Date: 03/15/13 Stage: FINAL

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Information About Cloudy Lenses and Your Vision

What is a cloudy lens?

A cloudy lens affects vision and can cause blindness. Most cloudy lens problems are related to aging and very common in older people. By age 80, more than half of all Americans either have experienced a cloudy lens or have had surgery to correct cloudy lens. A cloudy lens can occur in either one or both eyes. It cannot spread from one eye to the other. A congenital cloudy lens is present at birth. The lens of the eye is normally clear. It focuses light that comes into the eye onto the retina. In most patients, no cause can be found.

What is the lens?

The lens is a clear part of the eye that helps to focus light, or an image, on the retina. The retina is the light-sensitive tissue at the back of the eye. In a normal eye, light passes through the transparent lens to the retina. Once it reaches the retina, light is changed into nerve signals that are sent to the brain. The lens must be clear for the retina to receive a sharp image. If the lens is cloudy from a cloudy lens, the image you see will be blurred.

What types of cloudy lenses are there?

Although most cloudy lens problems are related to aging, there are other types: **Secondary** — A cloudy lens can form after surgery from other eye problems, such as glaucoma. A cloudy lens can also develop in people who have other health problems, such as diabetes. A cloudy lens can sometimes be linked to steroid use. **Traumatic** — A cloudy lens can develop after an eye injury, sometimes years later. **Congenital** — Some babies are born with a cloudy lens or develop

them in childhood, often in both eyes. These may not affect vision. If they do, the lenses may need to be removed. **Radiation** — A cloudy lens can develop after exposure to some types of radiation

What are the causes of a cloudy lens?

The lens of the eye is normally clear. It acts like the lens on a camera, focusing light as it passes to the back of the eye. Until a person is around age 45, the shape of the lens is able to change. This allows the lens to focus on an object, whether it is close or far away. As we age, proteins in the lens begin to break down and the lens becomes cloudy. What the eye sees may appear blurry. This condition is known as a cloudy lens. Factors that may speed up cloudy lens formation are: Diabetes; Smoking; Eye inflammation; Eye injury; Family history of cloudy lens; Long-term use of corticosteroids (taken by mouth) or certain other medications; Radiation exposure; Surgery for another eye problem; Too much exposure to ultraviolet light (sunlight). In many cases, the cause of a cloudy lens is unknown.

How can a cloudy lens affect my vision?

Age-related cloudy lens can affect your vision in two ways: Clumps of protein reduce the sharpness of the image reaching the retina. The lens consists mostly of water and protein. When the protein clumps up, it clouds the lens and reduces the light that reaches the retina. The clumping may become severe enough to cause blurred vision. Most age-related cloudy lens develops from protein clumpings. When a cloudy lens is small, the cloudiness affects only a small part of the lens. You may not notice any changes in your vision. Cloudy lens tend to "grow" slowly, so vision gets worse gradually. Over time, the cloudy area in the lens may get larger, and the cloudy lens may increase in size. Seeing may become more difficult and your vision may get duller or blurrier. The clear lens slowly changes to a yellowish/brownish color, adding a brownish tint to vision. As the clear lens slowly colors with age, your vision gradually may acquire a brownish shade. At first, the amount of tinting may be small and may not cause a vision problem. Over time, increased tinting may make it more difficult to read and perform other routine activities. This gradual change in the amount of tinting does not affect the sharpness of the image transmitted to the retina. If you have advanced lens discoloration, you may not be able to identify blues and purples. You may be wearing what you believe to be a pair of black socks, only to find out from friends that you are wearing purple socks.

When are you most likely to have a cloudy lens?

The term "age-related" is a little misleading. You do not have to be a senior citizen to get this type of cloudy lens. In fact, people can have an age-related cloudy lens in their 40s and 50s. But during middle age, most cloudy lens are small and do not affect vision. It is after age 60 that most cloudy lenses steal vision.

What are the symptoms of a cloudy lens?

Blurry vision; Colors that seem faded; Glare; Headlights, lamps, or sunlight may appear too bright; A halo may appear around lights; double vision; not being able to see well at night; frequent prescription changes in your eye wear. These symptoms also can be a sign of other eye problems. If you have any of these symptoms, check with your eye care professional. Cloudy lens usually develops slowly. New glasses, brighter lighting, anti-glare sunglasses or magnifying lenses can help at first. Surgery is also an option. It involves removing the cloudy lens and replacing it with an artificial lens. Congenital cloudy lens usually looks different than other forms of cloudy lens. Symptoms include: Infant doesn't seem to be able to see (if cloudy lens are in both eyes); Gray or white cloudiness of the pupil (which is normally black); "Red eye" glow of the pupil is missing in photos, or is different between the two eyes; Unusual rapid eye movements (nystagmus).

How is a cloudy lens detected?

A cloudy lens is detected through a comprehensive eye exam that includes: **Visual acuity test** — This eye chart test measures how well you see at various distances. **Dilated eye exam** — Drops are placed in your eyes to widen, or dilate, the pupils. Your eye care professional uses a special magnifying lens to examine your retina and optic nerve for signs of damage and other eye problems. After the exam, your close-up vision may remain blurred for several hours. **Tonometry** — An instrument measures the pressure inside the eye. Numbing drops may be applied to your eye for this test.

How is a cloudy lens treated?

The symptoms of early cloudy lenses may be improved with new eyeglasses, brighter lighting, anti-glare sunglasses, or magnifying lenses. If these measures do not help, surgery is the only effective treatment. Surgery involves removing the cloudy lens and replacing it

IWCG Job No: 2013032
Component: Information Insert

Project: WW 20/20/20 February Acquisition
Size: 10.5x5.5 Stock: white Ink: 1/1, Black

Date: 01/28/13 Stage: FINAL

with an artificial lens. A cloudy lens needs to be removed only when vision loss interferes with your everyday activities, such as driving, reading, or watching TV. You and your eye care professional can make this decision together. Once you understand the benefits and risks of surgery, you can make an informed decision about whether cloudy lens surgery is right for you. In most cases, delaying cloudy lens surgery will not cause long-term damage to your eye or make the surgery more difficult. You do not have to rush into surgery. Sometimes a cloudy lens should be removed even if it does not cause problems with your vision. For example, a cloudy lens should be removed if it prevents examination or treatment of another eye problem, such as age-related macular degeneration or diabetic retinopathy. If your eye care professional finds a cloudy lens, you may not need cloudy lens surgery for several years. In fact, you might never need cloudy lens surgery. By having your vision tested regularly, you and your eye care professional can discuss if and when you might need treatment. If you choose surgery, your eye care professional may refer you to a specialist to remove the cloudy lens. If you have cloudy lens in both eyes that require surgery, the surgery will be performed on each eye at separate times, usually four to eight weeks apart. Many people who need cloudy lens surgery also have other eye conditions, such as age-related macular degeneration or glaucoma. If you have other eye conditions in addition to cloudy lens, talk with your doctor. Learn about the risks, benefits, alternatives, and expected results of cloudy lens surgery.

How is a congenital cloudy lens treated?

If congenital cloudy lenses are mild and do not affect vision, they may not need to be treated, especially if they are in both eyes. Moderate to severe cloudy lenses that affect vision, or a cloudy lens that is in only one eye, will need to be treated with cloudy lens removal surgery. In most (noncongenital) cloudy lens surgeries, an artificial intraocular lens (IOL) is inserted into the eye. The use of IOLs in infants is controversial. Without an IOL, the infant will need to wear a contact lens. Patching to force the child to use the weaker eye is often needed to prevent amblyopia.

Is cloudy lens surgery effective?

Cloudy lens removal is one of the most common operations performed in the United States. It also is one of the safest and most effective types

of surgery. In about 90 percent of cases, people who have cloudy lens surgery have better vision afterward.

What are the risks of cloudy lens surgery?

Early diagnosis and treatment are key to preventing permanent vision problems. As with any surgery, cloudy lens surgery poses risks, such as infection and bleeding. Before cloudy lens surgery, your doctor may ask you to temporarily stop taking certain medications that increase the risk of bleeding during surgery. After surgery, you must keep your eye clean, wash your hands before touching your eye, and use the prescribed medications to help minimize the risk of infection. Serious infection can result in loss of vision. Cloudy lens surgery slightly increases your risk of retinal detachment. Other eye disorders, such as high myopia (nearsightedness), can further increase your risk of retinal detachment after cloudy lens surgery. One sign of a retinal detachment is a sudden increase in flashes or floaters. Floaters are little "cobwebs" or specks that seem to float about in your field of vision. If you notice a sudden increase in floaters or flashes, see an eye care professional immediately. A retinal detachment is a medical emergency. If necessary, go to an emergency service or hospital. Your eye must be examined by an eye surgeon as soon as possible. A retinal detachment causes no pain. Early treatment for retinal detachment often can prevent permanent loss of vision. The sooner you get treatment, the more likely you will regain good vision. Even if you are treated promptly, some vision may be lost. Talk to your eye care professional about these risks. Make sure cloudy lens surgery is right for you.

When to contact a medical professional

Call for an appointment with your health care provider if you have: decreased night vision; problems with glare, or vision loss.

How can I prevent cloudy lenses?

The best prevention involves controlling diseases that increase the risk of a cloudy lens, and avoiding exposure to factors known to promote cloudy lens formation. Wearing sunglasses and a hat with a brim when you are outside during the day can reduce the amount of ultraviolet (UV) light your eyes are exposed to. Some sunglasses do not filter out the harmful UV. An optician should be able to tell you which sunglasses filter out the most UV. For patients who smoke cigarettes,

quitting will decrease the risk of cloudy lenses. Researchers also believe good nutrition can help reduce the risk of age-related cloudy lenses. They recommend eating green leafy vegetables, fruit, and other foods with antioxidants. If you are age 60 or older, you should have a comprehensive dilated eye exam at least once every two years. In addition to cloudy lens, your eye care professional can check for signs of age-related macular degeneration, glaucoma, and other vision disorders. Early treatment for many eye diseases may save your sight.

Summary

A cloudy lens is a clouding of the eye's lens and is the leading cause of blindness worldwide, and the leading cause of vision loss in the United States. Cloudy lens can occur at any age due to a variety of causes, and can be present at birth. Although treatment for the removal of a cloudy lens is widely available, access barriers such as insurance coverage, treatment costs, patient choice, or lack of awareness prevent many people from receiving the proper treatment. An estimated 20.5 million (17.2%) Americans 40 years and older have a cloudy lens in one or both eyes, and 6.1 million (5.1%) have had their lens removed operatively. The total number of people who have cloudy lenses is estimated to increase to 30.1 million by 2020.

Information was derived from the U.S. Government National Institutes of Health, the National Eye Institute and the Centers for Disease Control and Prevention.

20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS

In developing countries, blindness is 500% more prevalent than in the U.S.



Millions of children and adults become blind every year and it can happen at any age.

Babies are born completely blind in both eyes.

Children who have perfect eyesight suddenly go blind in one eye or both.

Teenagers suffer injuries that cause them to go completely blind.

Parents become blind and lose their jobs, their income and their families.

Grandparents lose their eyesight and become a huge burden to their families.

All of them could have their eyesight restored — if someone helps them.

Millions who are waiting for surgery to restore their eyesight will never receive it unless someone helps them.



You can be that someone.

20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS

P.O. Box 96669, Washington, DC 20090-6669

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One million blind children could have their eyesight restored through a \$300 surgery.



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CHILDREN AND ADULTS

They've invented a surgery that can cure blindness in 15 minutes.

It sounds unbelievable but it's true. Half of all the blind children and adults in the world — that's 20 million people — could have their eyesight restored through a miracle surgery that takes 15 minutes and costs \$300. It is a modern-day medical miracle. The bad news is that even at \$300, most blind children and adults in developing countries could never afford this surgery.



So millions of blind children and adults — who are often referred to as the “needlessly blind” — will remain blind. Forever.

Unless someone helps them.

That's why we started 20/20/20.

To restore 20/20 vision to 20 million blind children and adults!

To give them back not just their eyesight — but their future too.

But we can't do it without your help. Please help us restore the vision of a child or adult who is blind.

20/20/20 is different than other charity programs.

We're focused on a single problem: helping the blind see.

Unlike most charities that try to solve many different problems, we're focused exclusively on just one. This helps us be more productive and cost-efficient. And it makes it easy for us to measure our progress and effectiveness. Our name says it all — our mission is to help restore 20/20 vision for 20 million blind children and adults.



We deliver results you can see and benefits that last a lifetime.

Unlike charities that are searching for a cure or that do things that you can't really see or appreciate, what we do is crystal clear. We provide miracle surgeries that in a matter of minutes can restore the eyesight of children and adults who are blind. Permanently.



We give donors the opportunity to save a child's life.

Literally.

The World Health Organization reports that in developing countries, 60% of children die within 1-2 years of going blind.

Our miracle surgeries not only can give these children their eyesight back — but their future too.



We give donors the maximum impact for every donation.

Every donor wants to know that their donation, whatever amount, actually makes a difference. What could be more impactful than restoring the eyesight of a child who is completely blind? And saving them from a lifetime of suffering, pain and heartache?



20/20/20 is managed like a business.

20/20/20 has a very experienced management team that takes great pride in the fact that it is held accountable for achieving specific goals and very ambitious results. We measure and monitor everything we do. Every program, every direct mail campaign, every dollar that we spend.

Extremely low overhead. Sky-high productivity.

Donors don't like charities that spend a lot on overhead and administration.

Neither do we.

We have a tiny staff working in a half-price sublet office that came with free furniture. All of our

technology — email, servers, networks — is in the “cloud” which saves millions of dollars.



20/20/20 is a WonderWork charity program.

This means we share office space, personnel, computers, etc. with other charity programs in order to dramatically reduce our overhead, administration and fundraising costs.

Yes, I want to give the blind a chance to see...

- ☐ \$300 to provide a full surgery
☐ \$150 to provide half a surgery
☐ \$75 for anesthesia
☐ \$_____ Any amount will help

A \$300 donation
makes you a Founding Donor!



- ☐ Please send me updates about 20/20/20.
☐ I'd like to receive limited communications.
☐ Please do not ask me for another donation.

(Please allow 8 weeks to be removed from our mailing list.
Thanks for your patience as we process your request.)

- ☐ If you prefer to charge your gift to a credit card, please check here and see other side.
Please make check payable to 20/20/20.

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20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS

One donation from you
can restore the eyesight
of a blind child or adult.
(And we'll never ask
for another.)

Dear Friend,

Just think if you were born into a poor family, living in a mud hut, in one of the poorest countries in the world.

And you are completely blind. In both eyes. Since birth.



I recently met a 5-year-old boy who had been born into this horrific situation.

We met at a small hospital in rural Ethiopia where we were helping hundreds of children who needed free cleft surgery. As the co-founder and former CEO of Smile Train, my team and I helped 700,000 children undergo surgery they would otherwise never have received.

But there was nothing I could do to help this 5-year-old boy.

That broke my heart.

I watched him being led around by his friend and his future was as bleak as the look on his face. When I returned to the U.S., these pictures that I took really haunted me. So I did some research and what I learned was shocking.

There are 40 million blind children and adults in the world. Half of them could see tomorrow if they received a simple surgery that costs just \$300.

Yes, I know this sounds like it cannot possibly be true. But it is.

20 million children and adults are blind because they are too poor to afford a simple 15-minute surgery. So they remain blind. For life. They're called the "needlessly blind." What a wretched name.

My immediate reaction was, that's not a surgery — that is a miracle!

20/20/20, P.O. Box 96669, Washington, DC 20090-6669 20x20x20.org

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WON-EX 9029

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20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS
P.O. Box 96669
Washington, DC 20090-6669

A 15-minute surgery that can restore the eyesight of someone who is completely blind is a modern-day, medical miracle.

So why haven't all of these blind children and adults been helped already?

This answer is also unbelievable. Today, in developing countries, 20 million children and adults remain blind *solely because they are too poor to afford the \$300 miracle surgery that could restore their eyesight.*

So they will remain blind. Forever.

Unless someone helps them.

You can be that someone.

That's why we created 20/20/20.

To restore the eyesight of 20 million children and adults.

To give each one of them back not just their vision — but their future.

And a 2nd chance at life that they never thought they'd get.

But we can't do it without your help.

We're a new charity program and we receive no money from the government or big foundations and corporations.

Every life-changing surgery we provide is paid for with donations from generous individuals like you.

YOU can make a miracle happen for a blind child or a blind adult.

YOU can save someone from a lifetime of blindness.

Will you please help us?

100% of your donation will go towards programs — 0% goes to overhead or fundraising.

The impact of even a modest donation can be enormous.

Imagine what you would pay to save your child from a lifetime of blindness.

Imagine what this surgery means to these children and their parents. It means the world — and it costs so little.

To thank you for helping us, I will send you a photo of a child you helped.

I promise those photos will open your eyes too.

Thanks for helping us help these kids.



Brian Mullaney
Co-Founder

P.S. Would you honor us by becoming a Founding Donor? All it takes is a \$300 donation. I'll send you a certificate of appreciation and when we're helping millions of blind children and adults a year, you'll be proud you helped us get started.

WON-EX 9030

P.O. Box 96055, Washington, DC 20090-6055



Brian Mullaney
Co-Founder



Send a donation to help a child
suffering with clubfoot and we'll
never ask you for another one!

IWCE Job No: 2012549
Component: CF OSE

Project: WW FirstStep January Acquisition
Size: 11x8.5
Stock: White

Inks: 4CP

Date: 12/04/12
Stage: FINAL

WON-EX 9070

FirstStep
PO Box 96055
Washington, DC 20090 6055

Attention: Brian



IWCG Job No: 2013080
Component: RAE

Project: WW FirstStep April Acquisition
Size: #9 Stock: white Ink: 1/1; PMS 2727

Date: 03/15/13 Stage: FINAL

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Information about clubfoot

INCO Job No: 201287
Component: Information Insert

Project: WWIHPSP Dec 2009 Acquisition Date: 11/15/12 Stage: FINAL
Size: 17,565 Static white Ink: 1/1 Black

What is clubfoot?

Clubfoot, also known as talipes equinovarus, is a congenital condition that causes one or both feet to be twisted inward and down. Approximately one out of every 750 children is born with clubfoot, making it one of the most common birth defects in the world. An estimated 30% of the cases can be found in developing nations.

An estimated 2,000,000 children live with untreated clubfoot. Almost half of all clubfoot cases are bilateral, which means that both feet are affected. Clubfoot is about twice as likely to occur in boys than in girls.

When a child is born with clubfoot, the tendons in the leg and foot are shorter than normal. They pull the foot into an abnormal position, which results in bone deformity. This deformity is reversible with early treatment.

In a normal foot, the ankle rests at a 90 degree angle and the sole of the foot faces downward. In a person with clubfoot, the foot is turned down and inward, like the shape of a golf club. The severity of clubfoot ranges from mild to severe. In some severe cases, it may cause the foot to turn upside down. Clubfoot can affect both feet, known as bilateral or it may only affect one foot, known as unilateral.

How is clubfoot diagnosed?

Clubfoot is diagnosed with a simple physical exam. Sometimes doctors may do additional tests like x-rays.

Clubfoot can sometimes be seen on an ultrasound before birth. Even though it cannot be treated before the baby is born, this kind of early diagnosis can help parents prepare and plan for treatment. The earlier the treatment, the higher the chances are of success.

What is the cause of clubfoot?

The cause is not known, but the condition may be passed down through families in some cases. Genetic influences increase with family history, especially if one or more direct family members were born with clubfoot. Risk factors include:

- Gender - Boys are twice as likely as girls to be born with clubfoot.
- Family history - If a parent or another child had clubfoot, the risk increases.

Clubfoot is not caused by something the mother did or did not do during pregnancy.

What is the treatment for clubfoot?

The Ponseti method, developed by Dr. Ignacio Ponseti, is a minimally invasive non-surgical treatment for clubfoot. The clubfoot is manipulated and placed in a series of casts to maintain the corrected position. In just 6 to 8 weeks, the process gradually straightens the bones, tendons, and muscles into proper alignment. This method is particularly suited for infants in developing countries where there are few orthopedic surgeons. The technique is used by many health professionals, is very cost-effective, and is 95%+ effective.

Over the past decade, the Ponseti method has become the mainstream treatment for clubfoot, and is increasingly being used to help children with clubfoot in the developing world.

Some severe cases of clubfoot will need surgery if other treatments fail. The timing of the problem returns, the child should be monitored by a health care provider until the foot is fully grown.

What is the Ponseti treatment for clubfoot?

The position, placement, and timing of the casts are deliberate and intended to stretch and rotate the foot into a proper position. Over a series of weeks, the foot is manipulated and the casts are replaced in a process called serial casting. The casts are applied to maintain the corrected position of the foot.

In most cases, the manipulation and casting are sufficient to correct the clubfoot. Occasionally, a small procedure may be necessary to cut the tight Achilles tendon so the foot to assume its normal position. Once the casts are removed, the child will usually wear nighttime braces until about age five.

Does the Ponseti method always work?

The Ponseti method is almost always completely successful, with success rates over 95%. In some severe cases, surgery may be required to correct the position of the clubfoot. Most often surgery is needed in cases where the child has other developmental problems, or if the child begins treatment later in life. The earlier treatment is completed, the higher the rate of success.

What should I do if I have a child with clubfoot?

Parents of infants born with clubfoot should be reassured that if their baby is treated using the Ponseti Method, the baby should have normal looking feet with good mobility and function. Treatment should begin in the first week or two of life. If treated early on in life and treated properly, a baby that has no other complications should be able to lead a full, normal life, which includes playing sports.

Less than 5% of infants born with clubfoot may have such severe cases that they require special treatment and may need surgery, which could create problems later on in life.

When should treatment for clubfoot begin?

The treatment for clubfoot should start as soon as possible in a child's life. The Ponseti method is usually started in the baby's first two weeks of life, though best if started in infancy. Success can also be seen in older children.

What are signs to watch for during and after treatment?

If your child is being treated for clubfoot, call your health care provider if:

- The toes swell, bleed, or change color under the cast
- The cast appears to be causing significant pain
- The toes disappear into the cast
- The cast sticks off
- The foot begins to turn in again after treatment
- Your child develops a fever
- Your child develops chills
- A greenish drainage is coming from the cast

Are there possible complications?

Clubfoot may not be completely fixed. However, treatment can improve the appearance and function of the foot. Treatment may be less successful if the clubfoot is linked to other birth disorders.

What happens if the clubfoot relapses?

Clubfoot tends to relapse without proper care after the stretching and casting process. In order to prevent the foot from moving back to the incorrect position, the child must wear a brace.

What if clubfoot goes untreated?

If clubfoot is left untreated, it can lead to the inability to walk, infection and/or chronic pain.

Can surgery cure clubfoot?

Surgery does not "cure" clubfoot. It improves the appearance of the foot but diminishes the strength of the muscles in the foot and leg, causing stiffness later in life. Surgical correction limits the motions of the foot joints, and the foot often becomes painful at middle.

In addition, the recurrence of the deformity can occur even after surgery. Foot and ankle surgeons have noticed that adult patients who were surgically treated for clubfoot in infancy have weak, stiff and often very painful feet.

If clubfoot repair surgery is needed, what is involved?

The type of surgery that is done depends on:

- How serious the clubfoot is
- Your child's age
- What other treatments your child has had during the surgery

Your child will have **general anesthesia (asleep and pain-free)** during the surgery.

Ligaments are tissues that help hold the bones together in the body. Tendons are tissues that help attach muscles to bones. A clubfoot occurs when tight tendons and ligaments prevent the foot from stretching into the right position.

To repair a clubfoot, one or two cuts are made in the skin, most often on the back of the foot and around the inside part of the foot.

- Your child's surgeon will make the incision around the foot longer or shorter. The Achilles tendon at the back of the foot is almost always cut.

- Older children or more severe cases may need some bone cut.

- Sometimes, pins are placed in the foot.

- A cast is placed on the foot after surgery to keep it in position while it heals.

Sometimes a splint is put on first, and the cast is placed a few days later.

Older children who still have a foot deformity after surgery may need more surgery. Also, children who have not had surgery yet may need surgery as they grow. Types of surgery they may need include:

- Osteotomy: Removing part of the bone.
- Fusion or arthrodesis: Two or more bones are fused together. The surgeon uses bone from somewhere else in the body.
- Metal pins or plates may be used to hold the bones together for a while.

Why is the surgery performed?

A baby who is born with a clubfoot is first treated with a cast to stretch the foot into a more normal position.

- A new cast will be placed every week so the foot can be stretched into position.
- Cast changes continue for about 2 months. After casting, the child wears a brace for several years.

Clubfoot repair surgery may be needed if:

- The cast or other treatments do not fully correct the problem.
- The problem comes back.

Older children or adults may need surgery if:

- A clubfoot was never treated.
- They still have foot problems after treatment.

What are the risks of surgery?

Risks from any anesthesia are:

- Breathing problems
- Reactions to medicines

Risks from any surgery are:

- Bleeding
- Infection

Possible problems from clubfoot surgery are:

- Damage to nerves in the foot
- Foot swelling
- Problems with blood flow to the foot
- Wound healing problems

What happens before clubfoot repair surgery?

Your child's doctor may:

- Take a medical history of your child.

- Do a complete physical examination of your child
- Do x-rays of the clubfoot
- Test your child's blood (do a complete blood count and check electrolytes or clotting factors)

Always tell your child's doctor or nurse:

- What drugs your child is taking
- Include drugs, herbs, and vitamins you bought without a prescription

During the days before the surgery:

- About 10 days before the surgery, you may be asked to stop giving your child aspirin, ibuprofen (Advil, Motrin), or any other drugs that make it hard for your child's blood to clot.
- Ask your child's doctor which drugs your child should still take on the day of the surgery.

On the day of the surgery:

- Usually, your child will not be able to drink or eat anything for 4–6 hours before the surgery.
- Only give your child a small sip of water with any medicine your doctor told you to give your child.
- Your child's doctor or nurse will tell you when to arrive for the surgery.

What happens after surgery?

Depending on the surgery that is done, your child may go home on the same day or stay in the hospital for 1 to 3 days right after the surgery. The hospital stay may be longer if surgery was also done on the bones.

The child's foot should be kept in a raised position. Medicines may help control the pain.

The skin around your child's cast will be checked often to make sure it stays pink and healthy. Your child's toes also will be checked to make sure they are pink and your child can move and feel them. These are signs of proper blood flow.

Your child will have a cast on for 6–12 weeks. It may be changed several times. Before your child leaves the hospital, you will be taught how to take care of the cast.

When the last cast is taken off, your child's doctor will probably prescribe a brace, and may refer your child for physical therapy. The therapist will teach you exercises to do with your child to strengthen the foot and make sure it stays flexible.

What is the prognosis following surgery?

After recovery from surgery, your child's foot will be in a much better position. Your child should be able to have a normal active life, including playing sports. But the foot may be stiffer than a foot that has not been treated with surgery.

In most cases of clubfoot, if only one side is affected, the child's foot and calf will be smaller than normal for the rest of the child's life.

Children who have had clubfoot surgery may need another surgery later in life.

FrisStep has provided the above materials for information purposes only. This information is not intended as a substitute for professional medical advice. Please consult with your doctor or other medical professional about clubfoot and clubfoot treatment.

Information was derived from FrisStep International Association, the U.S. Government National Institutes of Health and the World Health Organization.

The miracle cure for clubfoot costs \$250.

Instead of trying to cure clubfoot through surgery as was done for decades, the patient's feet are put into a series of casts. Each week, the patient comes back and a new



cast is put on. Gradually, over six weeks, these casts straighten the feet just as braces are used to straighten crooked teeth.

After the feet are completely straightened, the child needs to wear braces, at night, to keep the feet from slipping out of alignment. The braces are no longer needed after a few years.

The end result — in 95% of the cases — are perfectly straight feet that will stay straight for the rest of the child's life. This miracle cure for clubfoot is by far the most effective, affordable and practical approach to fixing clubfoot in the world. The only problem is that because of extreme poverty, more than 2 million children in the developing world can't afford this cure — even though it costs just \$250.



Please help us save children who're suffering with clubfoot.

There's a miracle cure for clubfoot. It's safe, proven, effective 95% of the time and it costs just \$250. Imagine that, \$250 is all it takes to save a child from a lifetime of pain and suffering.

But millions of children who are poor will not be saved unless someone helps them. You could be that *someone*.



P.O. Box 96055, Washington, DC 20090-6055

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You can help a child walk for the first time in his life.



2 million children with clubfoot are waiting for a miracle cure that costs just \$250.

For less than the cost of a pair of fancy shoes, you can save a child who is suffering with one of the worst birth defects in the world: clubfoot.

Clubfoot is when a baby is born with one or both feet severely deformed and twisted inward. It can be mild or severe. This painful, crippling condition can prevent children from ever being able to stand or walk.

Most children with clubfoot in the developing world are treated like social outcasts. They're not allowed to attend school, get a job, marry or raise a family. They have no hope, no future, no chance.

These children suffer their entire lives because they don't have \$250.



FirstStep was created to help the millions of children in developing countries who are suffering with clubfoot.

But we can't do it without your help.

With one donation, one time, for one child, you can provide a miracle cure that will change a child's life forever.



FirstStep is a high-impact, low-overhead program.

WE EMPOWER LOCAL DOCTORS AND HOSPITALS IN DEVELOPING COUNTRIES.

Instead of sending doctors on 2-week missions, FirstStep empowers local doctors through free training, equipment and crucial financial support. This is by far the smartest, most cost-effective and productive way to deliver care to poor children in developing countries. We're helping very poor but very proud communities become self-sufficient one patient at a time.



SETTING HIGH STANDARDS FOR PATIENT SAFETY AND QUALITY.

The safety of our patients is always our #1 priority. Our protocols and policies ensure our patients receive the best care possible. We audit results and provide free training for all of our partners.



HELPING PATIENTS NO ONE ELSE WILL HELP.

We work in the poorest countries in the world. We tackle problems no one else will touch. We go to places other charities won't go. We help children who have been waiting for years, sometimes decades, for the miracle cure that can save them.



EXTREMELY LOW OVERHEAD AND ADMIN COSTS.

We are one of several WonderWork non-profit programs that are helping children suffering with major medical problems in the developing world. By sharing office space, personnel, equipment, furniture, etc. it will save us millions of dollars. Our staff is tiny. Our rent is half what everyone else is paying and our offices came with free furniture. All of our email, file servers and even telephones are up in the cloud. This means much more of YOUR donation goes to what you want it to: helping children.



WE'RE A BRAND NEW PROGRAM — WITH 150+ YEARS OF EXPERIENCE.

Our senior managers have created and led some of the most well-known and successful surgical charities in the world. Some of them have been helping provide free surgeries for children in developing countries since the early 1980s.



Altogether we've already provided more than 1 million surgeries in 80 of the world's poorest countries. FirstStep is using all of that experience and talent to create the world's first major program that is focused on solving clubfoot. Helping children no one else will help. With a miracle cure that can give them back their future — and a second chance at life that they never thought they'd get.

Yes, I want to help a suffering child...

- () \$500 to cure two children with clubfoot
- () \$250 to cure one child with clubfoot
- () \$125 to provide necessary medical supplies
- () \$75 for follow-up treatments
- () \$_____ Any amount will help

ALL DONATIONS \$250 AND ABOVE
MAKE YOU ONE OF AN FUNDING DONORS!

- ☐ Please send me updates about FirstStep.
- ☐ I'd like to receive limited communications.
- ☐ Please do not ask me for another donation.
(Please allow 6 weeks to be removed from our mailing list.
Thanks for your patience as we process your request.)

If you prefer to change your gift to a credit card, please check here and see other gifts. Please make check payable to FirstStep.

F149658145 CA13041720XXDXD1803



Send us a donation to help
a child suffering with clubfoot
and we'll never ask you for another one!

Dear Friend,

Imagine if you were a 7-year-old girl who was born with clubfoot - one of the world's worst birth defects.

And you lived in one of the world's poorest countries. In a refugee camp. In a small hut made of sticks and a floor made of mud.

Not long ago, I met such a girl and it broke my heart.

It was 110 degrees at Dadaab, the world's largest refugee camp on the Somali border and I was there working for a charity I co-founded called Smile Train. Over the past decade, as President of Smile Train, my team and I helped provide more than 700,000 free cleft surgeries for children.

But there was nothing we could do to help this girl because we only provided cleft surgeries.

I am sure this poor girl is still there today. Crawling because she can't walk. Crying because she can't go to school. Have any friends. And will never marry. Her life is over before it even began. The picture I took of her shows a child who has no future, no hope, no chance.

The saddest part of this story is that it could have a happy ending.

They've invented a cure for clubfoot.

It's more of a miracle than a cure. One that can straighten even the most twisted and deformed feet. Permanently.

The most amazing part is what it costs. Not tens of thousands of dollars. Not thousands of dollars. It costs just \$250. To save a desperate child from a lifetime of pain and suffering. Imagine how much you would pay to save your daughter if she was born with clubfoot.

Think how this girl would feel when she can stand up on her own two feet for the first time in her life.



2515_0000005

FirstStep, P.O. Box 96055, Washington, DC 20090-6055 www.1stStep.org

WON-EX 9077

Visit our web site at www.1stStep.org to make a secure donation online.
Enclosed is my check payable to FirstStep. If you prefer, we accept:

() MasterCard () VISA () American Express () Discover

Card# _____ CVV# _____ Exp. Date ____/____/____

Signature _____

FirstStep sometimes allows other worthy organizations to mail to our donors. If you do not wish to receive these mailings or if you'd like to change the frequency of mailings from us, let us know. We are happy to respect your wishes. FirstStep is a WonderWork charity program. WonderWork is a 501 (c)(3) nonprofit, charitable organization recognized by the IRS. All donations are tax deductible in accordance with the law.



P.O. Box 96055, Washington, DC 20090-6055

When she can skip rope, make friends and go to school.

How much would this mean to her parents who are so worried about how their daughter will survive when they are gone.

There are more than 2,000,000 children in developing countries suffering with clubfoot. Most of them could be saved by a miracle cure that costs just \$250.

That's why we started FirstStep.

To give millions of children suffering with clubfoot the chance to stand up on their own two feet for the first time in their life.

To provide a miracle that can give a desperate child their future back -- and a second chance at life that they never thought they'd get.

To help children no one else will help.

But we can't do anything without your help.

We receive no support from the government. Or large corporations. 99% of our funding comes from generous donors like you.

YOU can make a miracle happen for a child that desperately needs it.

YOU can save a child from a lifetime of heartache and suffering.

YOU can change a child's life with one donation, one gift, one time.

Please. Send us a donation of any amount and we will use it to change a child's life. To thank you, I will also send you a photo of a child we've helped.

Something you can put on your fridge -- that will put a smile on your face.

Thank you for helping us,

Brian Mullaney
Co-Founder
FirstStep



THANKS FOR
HELPING US!



I met this boy
in Bangladesh. He
is one of thousands
of kids with club
foot. I've seen over
the years.

P.S. It only takes one gift to help save a child from a lifetime of suffering. If you'd like this to be your only donation, check the box on the enclosed reply form and we'll honor your request.

P.P.S. A donation of \$250 or more will make you a Founding Donor of FirstStep.

WON-EX 9078

BURN RESCUE

Life-changing surgeries for
severely burned children.

Brian Mullaney
Co-Founder



Send us a donation to help a
severely burned child and we'll
never ask you for another one!

P.O. Box 96054, Washington, DC 20090-6054

WON-EX 9062
2009-6006

Attention: Baird

IWCG Job No: 2013080
Component: RAE

Project: WW BurnRescue April Acquisition
Size: #9 Stock: white Ink: 1/T; PMS 2727

Date: 03/15/13 Stage: FINAL

BurnRescue is a WonderWork charity program. Your gift is very much appreciated and fully deductible as a charitable contribution. A copy of our latest financial report may be obtained by writing to WonderWork, Inc. 420 Fifth Avenue, 27th Floor, New York, NY 10018, 212-729-3166. If you are a resident of one of these states, you may obtain financial information directly from the state agency: **FLORIDA** – A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE, 1-800-435-7352 (800-HELP-FLA) WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE. **FLORIDA** Registration# CH36K59. **GEORGIA** – A full and fair description of our programs and our financial statement summary is available upon request at the office and phone number indicated above. **MARYLAND** – For the cost of copies and postage, Office of the Secretary of State, State House, Annapolis, MD 21401 **MISSISSIPPI** – The official registration and financial information may be obtained from the Mississippi Secretary of State's office by calling 1-888-236-6167. Registration by the Secretary of State does not imply endorsement. **NEW JERSEY** – INFORMATION FILED WITH THE ATTORNEY GENERAL CONCERNING THIS CHARITABLE SOLICITATION AND THE PERCENTAGE OF CONTRIBUTIONS RECEIVED BY THE CHARITY DURING THE LAST REPORTING PERIOD THAT WERE DEDICATED TO THE CHARITABLE PURPOSE MAY BE OBTAINED FROM THE ATTORNEY GENERAL OF THE STATE OF NEW JERSEY BY CALLING (973) 504-6215 AND IS AVAILABLE ON THE INTERNET AT <http://www.state.nj.us/ps/cs/ca/charfrm.htm>. REGISTRATION WITH THE ATTORNEY GENERAL DOES NOT IMPLY ENDORSEMENT. **NEW YORK** – Office of the Attorney General, Department of Law, Charities Bureau, 120 Broadway, New York, NY 10271. **NORTH CAROLINA** – FINANCIAL INFORMATION ABOUT THIS ORGANIZATION AND A COPY OF ITS LICENSE ARE AVAILABLE FROM THE STATE SOLICITATION LICENSING BRANCH AT 1-888-830-4989. THE LICENSE IS NOT AN ENDORSEMENT BY THE STATE. **PENNSYLVANIA** – The official registration and financial information of WonderWork may be obtained from the Pennsylvania Department of State by calling toll-free, within Pennsylvania, 1-800-732-0899. Registration does not imply endorsement. **VIRGINIA** – Virginia State Office of Consumer Affairs, Department of Agricultural and Consumer Services, PO Box 1163, Richmond, VA 23218. **WASHINGTON** – Charities Division, Office of the Secretary of State, State of Washington, Olympia, WA 98504-0422, 1-800-332-4483. **WEST VIRGINIA** – Residents may obtain a summary of the registration and financial documents from the Secretary of State, State Capitol, Charleston, WV 25305. Registration with any of these state agencies does not imply endorsement, approval or recommendation by any state.



Information About Burns and How to Prevent and Treat Them

BURN RESCUE

Life-changing surgeries for
severely burned children

WCOG Job No: 2012497
Components: Information Insert

Project: WW Burn Rescue December Acquisition
Size: 17.555.5 Job to 3.06 Stock: white Ink: V1: Black Date: 11/05/12 Stage: FINAL

What is a burn?

A burn is damage to your body's tissues caused by heat, chemicals, electricity, sunlight or radiation. Scalds from hot liquids and steam, building fires and flammable liquids and gases are the most common causes of burns.

What are the different types of burns?

There are three levels of burns

1. First-degree (superficial) burns affect only the outer layer of skin. They cause pain, redness and swelling.
2. Second-degree (partial thickness) burns affect both the outer and underlying layer of skin. They cause pain, redness, swelling and blistering.
3. Third-degree (full thickness) burns extend into deeper layers of the skin, which may be white or blackened, charred skin that may be numb.

Burns can cause swelling, blistering, scarring and, in serious cases, shock and even death. They also can lead to infections because they damage your skin's protective barrier. Although burns can prevent or limit infections, after a third-degree burn, doctors often remove the damaged skin and cover exposed tissue and encourage new skin to grow. First- and second-degree burns usually heal without grafts.

What are the most common causes of burns?

Burns can be caused by dry heat (like fire), wet heat (such as steam or hot liquids), radiation, friction, heated objects, the sun, electricity, or chemicals.

Thermal burns are the most common type. Thermal burns occur when hot liquids, scalding liquids, steam or flames come into contact with your skin. These are frequently the result of fires, automobile accidents, playing with matches, improperly stored gasoline, space heaters, and electrical malfunctions. Other causes include unsafe handling of firecrackers and kitchen accidents.

Burns to your airway can be caused by inhaling smoke, steam, superheated air, or toxic fumes.

What are the symptoms of burns?

These are the symptoms for thermal burns: blisters, pain, peeling skin, red skin, shock, swelling, white or charred skin. These are the symptoms of airway burns: charred mouth, burned lips, burns on the head, face or neck, wheezing, change in voice, difficulty breathing, coughing, singed nose hairs or eyebrows, dark, carbon-stained mucus.

What are issues to consider before treating burns?

Before giving first aid, evaluate how extensively burned the person is and try to determine the cause of the burn. Serious burns can be life threatening. If the burn is serious, call 911. Then treat the entire burn accordingly. If in doubt, treat it as a severe burn.

By giving immediate first aid before professional medical help arrives, you can help lessen the severity of the burn. Prompt treatment of serious burns can help prevent scarring, disability, and death. If you burn the face, hands, feet, and genitals can be particularly serious.

Children under age 4 and adults over age 60 have a higher chance of complications and death from severe burns.

In case of a fire, you and the others there are at risk for carbon monoxide poisoning. Anyone with symptoms of headache, numbness, weakness, or chest pain should be tested.

How can burns be treated?

First Aid for Minor Burns

1. If the skin is unbroken, run cool water over the area of the burn or soak it in a cool water bath (not ice water). Keep the area submerged for at least 15 minutes. A clean, cold, wet towel will also help reduce pain.
2. Calm and reassure the person.

3. After flushing or soaking, cover the burn with a dry, sterile bandage or clean dressing.

4. Protect the burn from pressure and friction.

5. Over-the-counter ibuprofen or acetaminophen can help relieve pain and swelling. Do NOT give children under 12 aspirin. Once the skin has cooled, moisturizing lotion also can help.

6. Minor burns will usually heal without further treatment. However, if a second-degree burn covers an area more than 2 to 3 inches in diameter, or if it is located on the hands, feet, face, groin, buttocks, or a major joint, treat the burn as a major burn.

7. Make sure the person is up to date on tetanus immunization.

First Aid for Major Burns

1. If someone is on fire, tell the person to stop, drop, and roll. Help the person in luck material to smother the flames. (Do not use cotton coat, rug, or blanket). Douse the person with water.

2. Call 911.

3. Make sure that the person is no longer in contact with smoldering materials. However, do NOT remove burned clothing that is stuck to the skin.

4. Make sure the person is breathing. If breathing has stopped, or if the person's airways are blocked, open the airways. If necessary, begin rescue breathing and CPR.

5. Cover the burn area with a dry sterile bandage (if available) or clean cloth. A sheet will do if the burned area is large. Do NOT apply any ointments. Avoid breaking burn blisters.

6. If fingers or toes have been burned, separate them with dry, sterile, non-adhesive dressings.

7. Elevate the body part that is burned above the level of the heart. Protect the burn area from pressure and friction.

8. Take steps to prevent shock. Lay the person flat, elevate the feet about 12 inches, and cover the person with a coat or blanket. However, do NOT place the person in the supine position if a head, neck, back, or leg injury is suspected or if it makes the person uncomfortable.

9. Continue to monitor the person's vital signs until medical help arrives. This means pulse, rate of breathing, and blood pressure.

When should I contact a medical professional?

Call 911 if:

- The burn is extensive (the size of your palm or larger)
- The burn is severe (third degree)
- You aren't sure how serious it is
- The burn is caused by chemicals or electricity
- The person shows signs of shock
- The person inhaled smoke
- Physical abuse is the known or suspected cause of the burn
- There are other symptoms associated with the burns

Call a doctor if your pains still present after 48 hours

Call immediately if signs of infection develop. These signs include increased pain, redness, swelling, drainage or pus from the burn, swollen lymph nodes, red streaks spreading from the burn, or fever.

Also call immediately if there are signs of dehydration: thirst, dry skin, dizziness, lightheadedness, or decreased urination. Children, elderly, and anyone with a weakened immune system (for example, HIV) should seek medical care right away.

Where are people treated for burns?

Over half of burn patients in the United States are treated in specialized burn centers, and most hospitals have trauma

teams that care exclusively for patients with traumatic injuries that may accompany burns.

What is a skin graft?

A skin graft is a piece of skin that is removed by surgery from one area of the body and transplanted, or attached, to another area. This procedure may be recommended for a patient with burns depending on the severity and location of the burns.

Your surgery will probably be done while you are under general anesthesia (you will be unconscious and will not feel pain).

Healthy skin is taken from a place on your body called the donor site. Most people who are having a skin graft have a split-thickness skin graft. This takes the two top layers of skin from the donor site (the epidermis) and the layer under the epidermis (the dermis).

The donor site can be any area of the body. Most times, it is an area that is hidden by clothes, such as the buttock or inner thigh. The graft is carefully spread on the bare area where it is being transplanted. It is held in place either by gentle pressure from a well-padded dressing that covers it, or by staples or a few small stitches. The donor-site area is covered with a sterile dressing for 3 to 5 days.

People with deeper tissue loss may need a full-thickness skin graft. This requires an entire thickness of skin from the donor site, not just the top two layers.

A full-thickness skin graft is a more complicated procedure. The flap of skin from the donor site includes the blood vessels and blood supply. It is transplanted to the area of the graft. Common donor sites for full-thickness skin grafts include the chest wall, back, or abdominal wall.

What are things I should NOT DO when treating burns?

- Do NOT apply ointment, butter, oil, medications, cream, or spray, or any household remedy to a severe burn.

- Do NOT breathe, blow, or cough on the burn.
- Do NOT disturb blistered or dead skin.
- Do NOT remove clothing that is stuck to the skin.
- Do NOT give the person anything by mouth, if there is a severe burn.
- Do NOT immerse a severe burn in cold water. This can cause shock.
- Do NOT place a pillow under the person's head if there is an airway burn. This can close the airways.

How can I prevent burns?

The following list can help prevent burns.

- Install smoke alarms in your home. Check and change batteries regularly.
- Keep emergency phone numbers and other pertinent information posted close to your telephone.
- Draw a floor plan and find two exits from each room. Windows can serve as emergency exits.
- Practice getting out of the house through the various exits.
- Designate a meeting place at a safe distance outside the home.
- Respond to every alarm as if there is a real fire.
- Call the fire department after escaping. Tell them your address and do not hang up until you are told to do so. Let them know if anyone is trapped inside.
- Never go back into a burning building to look for missing people, pets, property, etc. Wait for firefighters.
- Teach children about fire safety and the hazards of matches and fireworks.
- Keep children from climbing on top of the stove or grabbing hot items like irons and oven doors.
- Turn pot handles toward the back of the stove so that children cannot grab them and they cannot be

- accidentally knocked over.
- Never leave food unattended on a stove.
- Keep cooking areas free of flammable objects (such as, paper towels and towels).
- Avoid wearing clothes with long, loose-fitting sleeves when cooking.
- Never smoke in bed or leave burning cigarettes unattended.
- Place fire extinguishers in key locations at home, work and school.
- Remove electrical cords from floors and keep them out of reach.
- Set temperature of water heater at 120 degrees or less to prevent liquid burns from the faucet.
- Keep all matches and lighters out of reach of children. Store them up high, preferably in a locked cabinet.
- Do not empty smoldering ashes in a trash can, and keep ashtrays away from upholstered furniture and curtains.
- Never place portable space heaters near flammable materials (such as, drapery).

What are other things I can do around my house to prevent fires?

More than one third of Americans use fireplaces, wood stoves and other fuel-fired appliances as primary heat sources in their homes. Unfortunately, many people are unaware of the fire risks when heating with wood and solid fuels.

Heating fires account for 38% of residential home fires in rural areas every year. Follow a few simple tips for ensuring fire safety in the home.

Keep Fireplaces and Wood Stoves Clean

- Have your chimney or wood stove inspected and cleaned annually by a certified chimney specialist.

- Clear the area around the hearth of debris, decorations and flammable materials.
- Leave glass doors open while burning a fire. Leaving the doors open ensures that the fire receives enough air to ensure complete combustion and keeps creosote from building up in the chimney.
- Close glass doors when the fire is out to keep air from the chimney opening from getting into the room. Most glass fireplace doors have a metal mesh screen which should be closed when the glass doors are open. This mesh screen helps keep embers from getting out of the fireplace area.
- Always use a metal mesh screen with fireplaces that do not have a glass fireplace door.
- Install stovepipe thermometers to help monitor flue temperatures.
- Keep air inlets on wood stoves open, and never restrict air supply to fireplaces. Otherwise you may cause creosote buildup that could lead to a chimney fire.
- Use fire-resistant materials on walls around wood stoves.

Safety / Burn Facts

- Never use flammable liquids to start a fire.
- Use only seasoned hardwood. Soft, moist wood accelerates creosote buildup.
- Build small fires that burn completely and produce less smoke.
- Never burn cardboard boxes, trash or debris in your fireplace or wood stove.
- When building a fire, place logs at the rear of the fireplace on an adequate supporting grate.
- Never leave a fire in the fireplace unattended. Extinguish the fire before going to bed or leaving the house.

- Soak hot ashes in water and place them in a metal container outside your home.

What should I do if I am trapped in a burning building?

- Smoke rises, so crawl low to the ground where the air will be cleanest.
- Get out quickly if it is safe to leave. Cover your nose and mouth with a cloth (moist if possible).
- Test door knobs and spaces around doors with the back of your hand. If the door is warm, try another escape route. If it is cool, open it slowly. Check to make sure your escape path is clear of fire and smoke.

- Use the stairs. Never use an elevator during a fire.
- Call the fire department for assistance if you are trapped. If you cannot get to a phone, yell for help from the window. Wave or hang a sheet or other large object to attract attention.

- Close as many doors as possible between yourself and the fire. Seal all doors with towels, blankets, sheets or fire blankets with rags, towels, or sheets. Open windows slightly at the top and bottom, but close them if smoke comes in.

Deaths from fire and burns are the fifth most common cause of unintentional injury deaths in the United States. Although a working smoke alarm reduces the risk of death from residential fire by at least 50%, only about three quarters of U.S. households reported having one that functions.

Burn Rescue has provided the above materials for information purposes only. The information is not intended to substitute for professional advice. Please consult with your doctor or other medical professional about burn prevention, causes and treatment.

Information was derived from the U.S. Government Bureau of Statistics, the Centers for Disease Control and Prevention, and the Federal Emergency Management Agency.

The miracle surgery for burns.

It's simple. It takes just a few hours. And costs just \$500. That's all it takes to dramatically improve the life of a poor child who has been severely burned.

In developing countries, because of lack of care, much of the damage from severe burns happens AFTER the initial accident or injury. Often the burned skin fuses with other skin and then over time it contracts. This can cause all kinds of horrible things to happen. A child's chin can become fused with their chest. Fingers and toes can become fused together. Arms and legs can become fused. Anywhere burned skin comes in contact with other skin - it can become permanently fused which can cause crippling conditions that severely inhibit movement and motion. The consequences for a child are devastating. It is almost impossible to survive in a developing country if you can't walk, or use your arms and fingers, or if you have your chin glued to your chest.

Thankfully, there is a miracle surgery that can remedy this problem fairly quickly and inexpensively. The surgeon simply cuts through the fused sections of skin and "releases" the two areas. Skin grafts are used to cover the exposed areas. And though there is inevitable and unavoidable scarring, the improvement in movement and motion is life-changing for these children.

After surgery they can walk again. Use their fingers and arms. Lift their head up from their chest. This miracle surgery makes a profound difference in the quality of life for these children. In just a few hours, and for just a few hundred dollars, it can save them from a lifetime of pain and suffering. And give them a second chance at life that they never thought they'd get.



Please help us save a child who has been severely burned.

There's a miracle surgery that can save a child from a lifetime of pain and suffering.

It costs just \$500.

But millions of children who are poor will never receive it unless someone helps them.

You could be that someone.



BURN RESCUE
Life-changing surgeries for severely burned children

P.O. Box 96054, Washington, DC 20090-6054

www.BurnRescue.org
BurnRescue is a Wounded Warrior Project program. Wounded Warrior Project is a 501(c)(3) nonprofit, charitable organization recognized by the IRS. All donations are tax deductible in accordance with IRS regulations. © 2013 BurnRescue

Help save a child who has been severely burned.



BURN RESCUE

Life-changing surgeries for severely burned children.

IWCG Job No: 2013016
Component: Brochure

Project: WW BurnRescue Acquisition
Size: 11x8.5
Stock: White

Ink: 4CP

Date: 01/09/13 Stage: FINAL

15 million severely burned children are waiting for a miracle surgery that costs \$500.



It is one of the biggest medical problems in the developing world. Bigger than tuberculosis and HIV combined.

In the developing world, where billions still heat, light and cook with open fires, someone is horribly burned every five seconds.

Most burn victims die due to lack of acute care facilities.

The "lucky" ones who live are often so deformed and disfigured, they face a lifetime of pain and suffering. A burn injury not only disfigures, it can destroy movement and function. It can prevent a child from walking. It can turn a hand into a closed fist. It can fuse legs, arms, fingers together forever.

The consequences are devastating. Most severely burned children are treated like social outcasts. They're not allowed to attend school, get a job or marry. Often they're kept hidden away in shame at home, a burden to their families. Their lives are over before they've begun. They have no hope, no future, no chance.

Children with severe burns suffer their entire lives because they can't afford a miracle surgery that costs just \$500.

BurnRescue was created to help the millions of children in developing countries who have been severely burned.

But we can't do it without your help. Please help us save a child from a lifetime of pain and suffering.

One donation, one time, for one child, can provide a miracle surgery that will change a child's life forever.

BurnRescue is a well-managed, highly effective program.

WE EMPOWER LOCAL SURGEONS AND HOSPITALS IN DEVELOPING COUNTRIES.

Instead of sending doctors on 2-week missions, BurnRescue empowers local surgeons through free training, equipment and crucial financial support. This is by far the smartest, most cost-effective and productive way to deliver surgeries for poor children in developing countries. We're helping very poor but very proud communities become self-sufficient one patient at a time.



SETTING HIGH STANDARDS FOR PATIENT SAFETY AND QUALITY.

The safety of our patients is always our #1 priority. Our protocols and policies ensure our patients receive the best care possible. We audit results and provide free training for all of our partners.



HELPING PATIENTS NO ONE ELSE WILL HELP.

We work in the poorest countries in the world. We tackle problems no one else will touch. We go to places other charities won't go. We help children who have been waiting for years, sometimes decades, for the miracle cure that can save them.



EXTREMELY LOW OVERHEAD AND ADMINISTRATIVE COSTS.

We are one of several WonderWork charity programs that are helping children suffering with major medical problems in the developing world. By sharing office space, personnel, equipment, furniture, etc. it will save us millions of dollars. Our staff is tiny. Our rent is half what everyone else is paying and our offices came with free furniture. All of our email, file servers and even telephones are up in the cloud. This means much more of YOUR donation goes to what you want it to: helping children.



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Our senior managers have created and led some of the most well-known and successful surgical charities in the world. Some of them have been helping provide free surgeries for children in developing



countries since the early 1980s. Altogether they've already provided almost 1 million surgeries in 80 of the world's poorest countries. BurnRescue is using all of that experience and talent to create the world's first major program that is focused on burns. Helping children no one else will help. With a miracle cure that can give them back their future — and a second chance at life that they never thought they'd get.

Yes, I want to help a suffering child...

- () \$500 to provide a surgery
- () \$250 supports hospital stay and medications
- () \$125 to provide surgical supplies
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- () \$_____ Any amount will help

ALL DONATIONS \$250 AND ABOVE
MAKE YOU ONE OF OUR FUNDING DONORS!

- ☐ Please send me updates about BurnRescue.
 - ☐ I'd like to receive limited communications.
 - ☐ Please do not ask me for another donation.
(Please allow 2 weeks to be removed from our mailing list.)
- Thanks for your patience as we process your request!

If you prefer to check your gift to a credit card, please check here and see other info. Please make check payable to BurnRescue.

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**BURN
RESCUE**

Life-changing surgeries for
severely burned children.

Send us a donation to help
a severely burned child
and we'll never ask you
for another one!

Dear Friend,

Imagine you are an 8-year-old girl who accidentally fell
into a fire.

You live in one of the world's poorest countries. In a
refugee camp in a small hut made of sticks with a floor made
of mud. And even though you survived 2nd and 3rd degree
burns, they caused your chin to melt to your chest. Without
surgery, your chin will be forever connected to your chest.

I recently met a girl who was horribly burned like this. It
was 110 degrees at Dadaab, the world's largest refugee camp
on the Somali border and I was there working for a charity
I co-founded called Smile Train. Over the past decade, as
President of Smile Train, my team and I helped provide more
than 700,000 free cleft surgeries for children.

But there was nothing we could do to help this girl. Because we only provided cleft
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I am sure this poor girl is still there today. With her skin fused together. Crying
because she will never go to school. Have any friends. And will never marry. Her life
is over before it even began. One horrible accident in a
matter of seconds has left her with no future, no hope,
no chance.

The saddest part of this story is that it *could* have a
happy ending.

There's a surgery that can save children who've
suffered horrific burns.

It's more of a miracle than a surgery. One that can
separate skin that has fused together and give a
burned child a second chance at life.

The most amazing part is what this miracle surgery
costs. Not tens of thousands of dollars. Not thousands
of dollars. It costs just \$500. To save a desperate
child from a lifetime of pain and suffering. Imagine
going through life with your chin attached to your
chest. Imagine how much you would pay to save your
daughter from this fate.

Think how much this would mean to this girl?



Visit our web site at www.BurnRescue.org to make a secure donation online.
Enclosed is my check payable to BurnRescue. If you prefer, we accept:

() MasterCard () VISA () American Express () Discover

Card# _____ CVV# _____ Exp. Date ____/____/____

Signature _____

BurnRescue sometimes allows other worthy organizations to mail to our donors.
If you do not wish to receive these mailings or if you'd like to change the frequency of mailings from us, let us know. We are happy to respect your wishes. BurnRescue is a WonderWork charity program. WonderWork is a 501 (c)(3) nonprofit, charitable organization recognized by the IRS. All donations are tax deductible in accordance with the law.

**BURN
RESCUE**

Life-changing surgeries for
severely burned children.

P.O. Box 96054
Washington, DC 20090-6054

To regain the use of her fingers and arms.

To make friends and go to school.

To her parents who worry how their daughter will survive when they are gone.

In the developing world, where billions still heat, light and cook with open fires, burns are a massive problem. Bigger than tuberculosis and HIV combined. Bigger than breast cancer. Burns afflict an estimated 15,000,000 children. Millions of children die because of lack of acute care facilities. The "lucky" ones who live are often so deformed and disfigured, they face a lifetime of pain and suffering.

A burn injury not only disfigures, it can destroy movement and function. It can prevent a child from walking. It can turn a hand into a closed fist. It can fuse a chin to a chest forever.

The good news is that the vast majority of these kids could be saved by a miracle surgery that costs just \$500.

That's why we started BurnRescue.

To help 15 million children who are suffering with burns.

To provide a miracle surgery that can give desperate children their future back - and a second chance at life that they never thought they'd get.

To help children no one else will help.

But we can't do anything without your help.

We receive no support from the government. Or large corporations. 99% of our funding comes from generous donors like you.

YOU can make a miracle happen for a child that desperately needs it.

YOU can save a child from a lifetime of heartache and suffering.

YOU can change a child's life with one donation, one gift, one time.

Please. Send us a donation of any amount and we will use it to change a child's life. To thank you, I will also send you a photo of a child we've helped.

Something you can put on your fridge - that will also put a smile on your face.

Thank you for helping us.



Brian Mullane
Co-Founder
BurnRescue



THANKS FOR
HELPING US!

P.S. It only takes one gift to help save a child from a lifetime of suffering. If you'd like this to be your only donation, check the box on the enclosed reply form and we'll honor your request.

P.P.S. A donation of \$250 or more will make you a Founding Donor of BurnRescue.

WON-EX 9069

MULLANEY
EXHIBIT 10

WonderWork

—TIME

DO NOT REPLY TO THIS
E-MAIL ADDRESS

Brian Mullaney
Co-Founder & CEO,
WonderWork

Steven D. Levitt
Author, *Freakonomics*

John (JJ) Coneys
Former Vice Chair, PwC

Ravi Kant
Former Vice Chair, Tata Motors

Clark Kokich
Executive Chairman, Marchex

Steven Rappaport
Partner, RZ Capital

Richard Steele
Principal, SYPartners

Richard Price
Chief Executive, Asia Pacific,
CBRE Global Investors

Mark Atkinson
Creative Director, Otto

Tamsen Ann Ziff
Chairman, Metropolitan Opera

Kenneth French
Tuck School at Dartmouth

Garrett Moran
President, Year Up

CASTING

Bryan Cranston
Actor

Christie Brinkley
Actor/Model

Howie Mandel
Comedian

Mariska Hargitay
Actor

Alex Trebek
Host of Jeopardy!

Bette Midler
Entertainer

Chris Meloni
Actor

Candice Bergen
Actor

Jane Kaczmarek
Actor

Sir Ben Kingsley
Actor

August XX, 2016

Dear SALUTATION,

It is 4:15pm, Thursday, June 30th - the final day of our 2016 fiscal year.

And my last chore is to write you this year-end thank you letter.

This year was our best year ever, and it would never have been possible without supporters like you. THANK YOU FOR HELPING US.

The past five years have had lots of ups and downs and more than a few surprises. At times, I wondered if maybe I was too old for another charity start-up. But today, as we pause to look back, I am so glad we stuck with it.

Today, in 44 of the poorest countries in the world, we have established 60 programs and partnerships.

Our partners range from small hospitals and clinics to large hospital networks and NGOs. Over the past 20 years of doing this work, we have learned that you can accomplish so much more when you partner with other like-minded people and organizations.

Over the past year, working with our partners - and with help from supporters like you - we helped provide 64,262 surgeries.

How many is that?

Imagine Gillette Stadium, where the New England Patriots play, with every seat filled with a smiling, happy patient. That's a lot of surgeries.

Calling them surgeries doesn't really do them justice.

They're actually modern-day, medical miracles that give crippled children the chance to walk and run. That re-build the faces of children who've been deformed by burns. And that give blind children and adults the chance to see again.

And they give folks like you and me, the very rare opportunity to save 64,262 children and adults no one else would help. Doesn't that feel good?

As a surgical charity, the number of surgeries we help provide every year is really our bottom line.

But it isn't all that we do.



EXHIBIT -10

Brian Mullaney

8/16/17

S. Arielle Santos, RPR, CSR
TransPerfect Legal

"A surgery that can change a child's life is one of the best investments anyone can make." — Warren Buffett

We're working on a capital project to build a burn hospital in the poorest region of India. This 225-bed hospital will provide more than 15,000 surgeries a year for the poorest of the poor. We're searching for land right now and hope to break ground in the fall, and it will take 2 years to build. Rafael Vinoly, one of the most famous architects in the world, (and also a donor) has generously agreed to help design our new hospital pro bono.

We expanded our Board of Directors by 6 new members, including the best-selling author of *Freakonomics* and genius U. Chicago professor, Steve Levitt. Our Medical Advisory Board expanded as well, as we improve our governance and our leadership.

Our viral videos continue to raise vital awareness and funds. To date, 14+ million people have watched our videos and thousands have sent us donations from more than 85 countries.

We're working with The Harvard School of Public Health and Boston Consulting Group to build a cloud-based, electronic medical record database to house all of our patient records. This will help us guard against fraud while also helping improve our quality and effectiveness.

We're doing all of this with a tiny staff of 9 people (and two interns) working out of a very small office in New York City.

We're very proud that our overhead and admin expenses are extremely low. Even better, one of our Founding Donors pays for all of our non-program expenses so that 100% of all donations - including yours - can go towards programs.

The last - and most important - thing I want you to know is how much we appreciate, and need, your support.

We're still a small charity that we started from scratch just five years ago. We get no money from the U.S. government or large grants from foundations or corporations. We depend entirely on donations from generous individuals like you.

I hope you stick with us because this next year we're going to need you more than ever. Our goal is to provide 130,000 surgeries - something no other surgical charity has ever done in one year.

With your help - I know we can do it. ☺

With gratitude,



Brian
Co-Founder
212-729-1856
brian@wonderwork.org

P.S. I am including an envelope so you can send us feedback on the following: Would you ever come to a dinner as our guest to hear about our programs and how we are using your donations? Would you ever want to travel to one of our partner hospitals in a developing country and meet some of the children whose lives you helped save? Are we mailing you too much? Do you have any ideas or suggestions for us? Do you know anyone else who might be able to help us? Any feedback greatly appreciated. THANK YOU!



FOR 30+ YEARS, I'VE
TRAVELED TO MANY OF
THE POOREST COUNTRIES
IN THE WORLD.

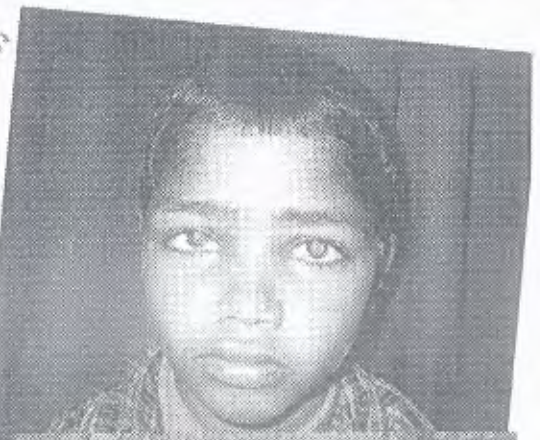
I'VE WITNESSED
EXTREME POVERTY,
UNSPEAKABLE
SUFFERING AND AMAZING
ACTS OF SELFLESSNESS
AND COMPASSION.

BUT THE MOST
POWERFUL THING I'VE
EVER SEEN... IS TO
WATCH A BLIND CHILD
OPEN THEIR EYES AND
SEE FOR THE VERY FIRST
TIMES.

THE SURGERY THAT
RESTORES EYESIGHT
IS A TRUE MODERN-
DAY, MEDICAL
MIRACLE.

AND YOU HELP US
DELIVER THIS MIRACLE
TO HUNDREDS OF BLIND
CHILDREN AND ADULTS
EVERY SINGLE DAY.

THANK YOU,
BRIAN





THOUSANDS OF BLIND CHILDREN, WOMEN AND MEN SHOW UP AT OUR FREE SURGERY REGISTRATION CAMPS IN INDIA.



TWO SISTERS BOTH BORN BLIND



TWO MORE SISTERS BORN BLIND, SEE THEIR PARENTS IN BACKGROUND PLANTING RICE IN THEIR SMALL FIELD. THEY LIVE ON LESS THAN \$200/yr.



THREE MOTHERS IN SHOCK AND GRIEF AFTER BEING TOLD NOTHING CAN BE DONE TO RESTORE THE SIGHT OF THEIR CHILD. DEVASTATING! THE LITTLE GIRL IN THE MIDDLE DID UNDERGO SURGERY AND GOT SOME IMPROVEMENT, NOTHING COULD BE DONE FOR THE OTHER TWO CHILDREN.

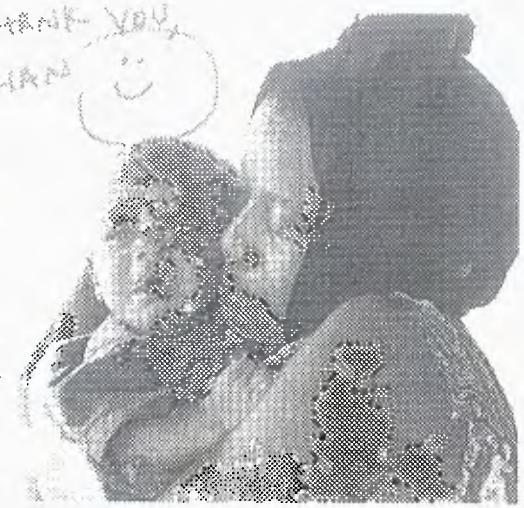


THIS GIRL WAS PULLED FROM SCHOOL TO TAKE CARE OF HER GRANDMOTHER. AFTER SURGERY, SHE WILL GO BACK TO SCHOOL.



MINUTES AFTER OPENING HER EYES AND SEEING HER MOM FOR THE VERY FIRST TIME, THIS 7-YEAR-OLD EXPLORES HER MOTHER'S FACE.

THANK YOU BRIAN



100% of all donations are used to fund our free surgery programs
thanks to one of our Founding Donors who pays all
administrative and fundraising expenses.

WONDER
WORK

411 Fifth Avenue, Suite 702
New York, NY 10016

Attn: Brian

Miracle happens for children
wonder
work
100% of all donations
are used to fund our
free surgery programs making it
one of our founding leaders
work pays all administrative
and fundraising expenses

Cheryl S. Le
[Redacted]

November 16, 2016

«FULLNAME»
«Entity»
«AD1» «AD2»
«CITY», «ST» «ZIP»

Dear «SALUTATION»,

I cannot tell you how much we appreciate the very generous donation you recently sent us. Thank you very much for helping us.

This is the busiest time of year for our partner hospitals and they all have huge backlogs and waiting lists. We're scrambling to raise as much as we can so that our partners don't have to turn anyone away.

It has been a really tough year for us for fundraising – your donation will really make a difference.

I want you to know also that we will use 100% of your donation for our free surgery programs. One of our founding donors is very generously paying for all our rent, admin and salaries, so your donation will be used for what matters to you and to us: life-changing surgeries.

I am getting ready for a big trip to Bangladesh. I'm excited because we are taking a sea plane up a river to some very rural villages that are so remote, they cannot be reached by roads. We're going to visit one of our partners who operates a floating hospital that helps the poor. It should be quite an experience. I will send you some pictures and some stories when I get back.

Until then, please know how much we appreciate – and need – your support.

We're a tiny charity with 9 employees that is working hard this year to provide free surgeries for 100,000 poor kids and adults who are crippled with clubfoot, severely burned or blind.

And we could never do it without your help!

THANK YOU,

Brian
Co-Founder

P.S. If you have any suggestions, ideas or feedback for me, please do not hesitate to contact me directly: brian@wonderwork.org or 212-729-1855.

This is your tax receipt for your donation of «TRANAMT» received on «TRANDATE». WonderWork is a 501(c)(3) charity. No goods or services were provided in return for this donation.

"A surgery that can change a child's life is one of the best investments anyone can make." —Warren Buffett
WonderWork Supporter

Miracle surgeries for children. wonder work

"...one of 10 ideas that will change the world."
—TIME

November 2, 2016

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WonderWork

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Creative Director, Otto

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Chairman, Metropolitan Opera

Kenneth French
Tuck School at Dartmouth

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Actor

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Actor/Model

Howie Mandel
Comedian

Mariska Hargitay
Actor

Alex Trebek
Host of Jeopardy!

Bette Midler
Entertainer

Chris Meloni
Actor

Candice Bergen
Actor

Jane Kaczmarek
Actor

Sir Ben Kingsley
Actor



Dear Karen,

In spite of a really tough fundraising environment and all the challenges of running a small charity, we have a lot to be grateful for at WonderWork this Thanksgiving.

We're thankful that so far this year we've helped provide more than 68,000 surgeries for children and adults who could never afford them.

We're helping severely burned children rebuild their bodies and faces.

We're helping crippled children walk, stand and run for the first time.

We're helping restore the eyesight of tens of thousands of blind children and adults.

Most of them had waited many years for surgery.

We're thankful for our 61 partners which includes local hospitals and clinics in many of the poorest countries in the world.

From slums in India to refugee camps in Africa to rural villages in Nepal, hundreds of our partner surgeons, nurses and anesthesiologists are working 7 days a week operating on the poorest of the poor.



100% of all donations goes towards our free surgery programs.
A founding donor pays all admin and fundraising expenses.

415 Fifth Avenue, Suite 702, New York, NY 10016 T. 212.729.1955 WonderWork.org

*This is DeLois in the Philippines
in 1986 on her very first surgical
mission. Since then, she has helped
provide more than 1 million surgeries.*

We're thankful for the more than 200,000 donors and supporters who helped us get this charity started five years ago and continue to help us every day.

Without our donors and supporters, we could help no one.

We're very grateful for our small, but very talented and experienced staff. Believe it or not, we have just 9 employees.

DeLois Greenwood, our Chief Program Officer, has been helping provide surgeries for poor children since 1986.

I have never worked with a team that cared as much, worked as hard or got as much done day in and day out.

We're grateful for our Founding Donor who is paying all of our overhead, salaries and fundraising expenses so 100% of our donations can be used for our free surgery programs.

Finally, we are very thankful for *your* help and support.

I realize that you probably support a lot of very worthy causes.

But please know that none of them appreciate your support more than we do!

Happy Thanksgiving.

Brian
Co-Founder
212-729-1855
brian@wonderwork.org

P.S. I am including an envelope for any feedback, ideas, suggestions you might have for us! We would love to hear from you.



*I am preparing for a trip to
rural Bangladesh to visit a
floating hospital boat that goes
to very poor villages that can't
be reached by car. I will send
you some photos and stories. Until
then, thank you so much for
helping us.*





NOV 20 10 PM '03

Karen Lazarus
WonderWork
411 5th Ave
Ste 702
New York, NY 10016

100% of all donations goes
towards our free surgery programs.
A founding donor pays all admin
and fundraising expenses.

10016-2237

NOV 20 10 PM '03



411 Fifth Avenue, Suite 702
New York, NY 10016

Attn: Brian

20120120 CFOE

There's a 15-minute surgery that
can restore the eyesight of children
who are completely blind.



NNE
Marketing

Client/Job: WW_1305_20_AQNEW_CFOE

Size: 9.5"x4.125" (#10)

Color: C M Y K

Stock:

Window Specs: N/A

20|20|20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS

P.O. Box 96669
Washington, DC 20090-6669

Send us a donation and we'll never ask for another!



Client/Job: WW_1305_20_AQNEW_CFOE
Size: 9.5"x4.125" (#10)
Color: C ■ M ■ Y ■ K ■

Stock:
Window Specs: N/A

20/20/20 RE-DROP 1

Return Address

20/20/20
PO Box 96666
Washington, DC 20090-6666

Attention: Brian

159893XXUN60CCE1YN

20/20/20 is a WonderWork charity program. Your gift is very much appreciated and fully deductible as a charitable contribution. A copy of our latest financial report may be obtained by writing to WonderWork, Inc., 420 Fifth Avenue, 27th Floor, New York, NY 10018, 212-390-1544. If you are a resident of one of these states, you may obtain financial information directly from the state agency. FLORIDA - A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE, 1-800-435-7352 (800-HELP-FLA) WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE. FLORIDA REGISTRATION NUMBER: CHS6559. GEORGIA - A full and fair description of our programs and our financial statements, official registration and financial information may be obtained from the Mississippi Secretary of State's office by calling 1-888-235-6767. REGISTRATION BY THE SECRETARY OF STATE DOES NOT IMPLY ENDORSEMENT. NEW JERSEY - INFORMATION FILED WITH THE ATTORNEY GENERAL CONCERNING THIS CHARITABLE SOLICITATION AND THE PERCENTAGE OF CONTRIBUTIONS RECEIVED BY THE CHARITY DURING THE LAST REPORTING PERIOD THAT WERE DEDICATED TO THE CHARITABLE PURPOSE MAY BE OBTAINED FROM THE ATTORNEY GENERAL, OFFICE OF THE ATTORNEY GENERAL, DEPARTMENT OF LAW, CHARLES BUREAU, 120 Broadway, New York, NY 10271, NORTH CAROLINA - FINANCIAL INFORMATION ABOUT THIS ORGANIZATION AND A COPY OF ITS LICENSE ARE AVAILABLE FROM THE STATE SOLICITATION LICENSING BRANCH AT 1-888-830-4989. THE LICENSE IS NOT AN ENDORSEMENT BY THE STATE. PENNSYLVANIA - The official registration and financial information of WonderWork may be obtained from the Pennsylvania Department of State by calling toll-free within Pennsylvania, 1-800-732-0959. REGISTRATION DOES NOT IMPLY ENDORSEMENT. VIRGINIA - Virginia State Office of Consumer Affairs, Department of Agricultural and Consumer Services, PO Box 1153, Richmond, VA 23218. WASHINGTON - Charles D. Hession, Office of the Secretary of State, State of Washington, Olympia, WA 98504-0422, 1-800-332-4463. WEST VIRGINIA - Residents may obtain a summary of the registration and financial documents from the Secretary of State, State Capitol, Charleston, WV 25305. REGISTRATION WITH ANY OF THESE STATE AGENCIES DOES NOT IMPLY ENDORSEMENT, APPROVAL OR RECOMMENDATION BY ANY STATE.

Stock:
Special Instructions:

Client/Job: WW_1305_20_AQCTRL_RE
Size: 8.875" X 3.875" (#6)
Color: PMS329



In developing countries, blindness is 500% more prevalent than in the U.S.



Millions of children and adults become blind every year and it can happen at any age. Babies are born completely blind in both eyes. Children who have perfect eyesight suddenly go blind in one eye or both. Teenagers suffer injuries that cause them to go completely blind. Parents become blind and lose their jobs, their income and their families. Grandparents lose their eyesight and become a huge burden to their families.

All of them could have their eyesight restored — if someone helps them.

Millions who are waiting for surgery to restore their eyesight will never receive it unless someone helps them.

You can be that someone.

20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND CHILDREN AND ADULTS

P.O. Box 96669
Washington, DC 20090-6669
20x20x20.org

20/20/20 is a WonderWork charity program. WonderWork, Inc. is a 501 (c)(3) nonprofit, charitable organization recognized by the IRS. All donations are tax deductible in accordance with IRS regulations. © 2013 20/20/20

Stock:
Special Instructions:

NNE Client/Job: WW_1305_20_AQNEW_TRI
Size: 8.5"x 11"
Color: CMYK

One million blind children could have their eyesight restored through a \$300 surgery.

20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND CHILDREN AND ADULTS

They've invented a surgery that can cure blindness in 15 minutes.

It sounds unbelievable but it's true.

Half of all the blind children and adults in the world — that's 20 million people — could have their eyesight restored through a miracle surgery that takes 15 minutes and costs \$300.

It is a modern-day medical miracle.

The bad news is that even at \$300, most blind children and adults in developing countries could never afford this surgery.

So millions of blind children and adults — who are often referred to as the "needlessly blind" — will remain blind.

Forever.

Unless someone helps them.

That's why we started 20/20/20.

To restore 20/20 vision to 20 million blind children and adults!

To give them back not just their eyesight — but their future too.

But we can't do it without your help.

Please help us restore the vision of a child or adult who is blind.

20/20/20 is different than other charity programs.

We're focused on a single problem: helping the blind see.

Unlike most charities that try to solve many different problems, we're focused exclusively on just one. This helps us be more productive and cost-efficient. And it makes it easy for us to measure our progress and effectiveness. Our name says it all — our mission is to help restore 20/20 vision for 20 million blind children and adults.

We deliver results you can see and benefits that last a lifetime.

Unlike charities that are searching for a cure or that do things that you can't really see or appreciate, what we do is crystal clear. We provide miracle surgeries that in a matter of minutes can restore the eyesight of children and adults who are blind. Permanently.

We give donors the opportunity to save a child's life.

Literally. The World Health Organization reports that in developing countries, 60% of children die within 1-2 years of going blind.

Our miracle surgeries not only can give these children their eyesight back — but their future too.

We give donors the maximum impact for every donation.

Every donor wants to know that their donation,

whatever amount, actually makes a difference. What could be more impactful than restoring the eyesight of a child who is completely blind? And saving them from a lifetime of suffering, pain and heartache?

20/20/20 is managed like a business.

20/20/20 has a very experienced management team that takes great pride in the fact that it is held accountable for achieving specific goals and very ambitious results. We measure and monitor everything we do. Every program, every direct mail campaign, every dollar that we spend.

Extremely low overhead. Sky-high productivity.

Donors don't like charities that spend a lot on overhead and administration.

Neither do we.

We have a tiny staff working in a half-price sublet office that came with free furniture. All of our technology — email, servers, networks — is in the "cloud" which saves millions of dollars.

20/20/20 is a WonderWork charity program.

This means we share office space, personnel, computers, etc. with other charity programs in order to dramatically reduce our overhead, administration and fundraising costs.



Stock:
Special Instructions:

Client/Job: WW_1305_20_AQNEW_TRI
Size: 8.5"x 11"
Color: CMYK



Information About Cloudy Lenses and Your Vision

What is a cloudy lens?

A cloudy lens affects vision and can cause blindness. Most cloudy lens problems are related to aging and very common in older people. By age 80, more than half of all Americans either have experienced a cloudy lens or have had surgery to correct cloudy lens. A cloudy lens can occur in either one or both eyes. It cannot spread from one eye to the other. A congenital cloudy lens is present at birth. The lens of the eye is normally clear. It focuses light that comes into the eye onto the retina. In most patients, no cause can be found.

What is the lens?

The lens is a clear part of the eye that helps to focus light, or an image, on the retina. The retina is the light-sensitive tissue at the back of the eye. In a normal eye, light passes through the transparent lens to the retina. Once it reaches the retina, light is changed into nerve signals that are sent to the brain. The lens must be clear for the retina to receive a sharp image. If the lens is cloudy from a cloudy lens, the image you see will be blurred.

What types of cloudy lenses are there?

Although most cloudy lens problems are related to aging, there are other types: **Secondary** — A cloudy lens can form after surgery from other eye problems, such as glaucoma. A cloudy lens can also develop in people who have other health problems, such as diabetes. A cloudy lens can sometimes be linked to steroid use. **Traumatic** — A cloudy lens can develop after an eye injury, sometimes years later. **Congenital** — Some babies are born with a cloudy lens or develop

them in childhood, often in both eyes. These may not affect vision. If they do, the lenses may need to be removed. **Radiation** — A cloudy lens can develop after exposure to some types of radiation.

What are the causes of a cloudy lens?

The lens of the eye is normally clear. It acts like the lens on a camera, focusing light as it passes to the back of the eye. Until a person is around age 45, the shape of the lens is able to change. This allows the lens to focus on an object, whether it is close or far away. As we age, proteins in the lens begin to break down and the lens becomes cloudy. What the eye sees may appear blurry. This condition is known as a cloudy lens. Factors that may speed up cloudy lens formation are: Diabetes; Smoking; Eye inflammation; Eye injury; Family history of cloudy lens; Long-term use of corticosteroids (taken by mouth) or certain other medications; Radiation exposure; Surgery for another eye problem; Too much exposure to ultraviolet light (sunlight). In many cases, the cause of a cloudy lens is unknown.

How can a cloudy lens affect my vision?

Age-related cloudy lens can affect your vision in two ways: Clumps of protein reduce the sharpness of the image reaching the retina. The lens consists mostly of water and protein. When the protein clumps up, it clouds the lens and reduces the light that reaches the retina. The clouding may become severe enough to cause blurred vision. Most age-related cloudy lens develops from protein clumpings. When a cloudy lens is small, the cloudiness affects only a small part of the lens. You may not notice any changes in your vision. Cloudy lens tend to "grow" slowly, so vision gets worse gradually. Over time, the cloudy area in the lens may get larger, and the cloudy lens may increase in size. Seeing may become more difficult and your vision may get duller or blurrier. The clear lens slowly changes to a yellowish/brownish color, adding a brownish tint to vision. As the clear lens slowly colors with age, your vision gradually may acquire a brownish shade. At first, the amount of tinting may be small and may not cause a vision problem. Over time, increased tinting may make it more difficult to read and perform other routine activities. This gradual change in the amount of tinting does not affect the sharpness of the image transmitted to the retina. If you have advanced lens discoloration, you may not be able to identify blues and purples. You may be wearing what you believe to be a pair of black socks, only to find out from friends that you are wearing purple socks.

When are you most likely to have a cloudy lens?

The term "age-related" is a little misleading. You do not have to be a senior citizen to get this type of cloudy lens. In fact, people can have an age-related cloudy lens in their 40s and 50s. But during middle age, most cloudy lenses are small and do not affect vision. It is after age 60 that most cloudy lenses steal vision.

What are the symptoms of a cloudy lens?

Blurry vision: Colors that seem faded; Glare; Headlights, lamps, or sunlight may appear too bright; A halo may appear around lights; double vision; not being able to see well at night; frequent prescription changes in your eye wear. These symptoms also can be a sign of other eye problems. If you have any of these symptoms, check with your eye care professional. Cloudy lens usually develops slowly. New glasses, brighter lighting, anti-glare sunglasses or magnifying lenses can help at first. Surgery is also an option. It involves removing the cloudy lens and replacing it with an artificial lens. Congenital cloudy lens usually looks different than other forms of cloudy lens. Symptoms include: Infant doesn't seem to be able to see (if cloudy lens are in both eyes); Gray or white cloudiness of the pupil (which is normally black); "Red eye" glow of the pupil is missing in photos, or is different between the two eyes; Unusual rapid eye movements (nystagmus).

How is a cloudy lens detected?

A cloudy lens is detected through a comprehensive eye exam that includes: **Visual acuity test** — This eye chart test measures how well you see at various distances. **Dilated eye exam** — Drops are placed in your eyes to widen, or dilate, the pupils. Your eye care professional uses a special magnifying lens to examine your retina and optic nerve for signs of damage and other eye problems. After the exam, your close-up vision may remain blurred for several hours. **Tonometry** — An instrument measures the pressure inside the eye. Numbing drops may be applied to your eye for this test.

How is a cloudy lens treated?

The symptoms of early cloudy lenses may be improved with new eyeglasses, brighter lighting, anti-glare sunglasses, or magnifying lenses. If these measures do not help, surgery is the only effective treatment. Surgery involves removing the cloudy lens and replacing it

with an artificial lens. A cloudy lens needs to be removed only when vision loss interferes with your everyday activities, such as driving, reading, or watching TV. You and your eye care professional can make this decision together. Once you understand the benefits and risks of surgery, you can make an informed decision about whether cloudy lens surgery is right for you. In most cases, delaying cloudy lens surgery will not cause long-term damage to your eye or make the surgery more difficult. You do not have to rush into surgery. Sometimes a cloudy lens should be removed even if it does not cause problems with your vision. For example, a cloudy lens should be removed if it prevents examination or treatment of another eye problem, such as age-related macular degeneration or diabetic retinopathy. If your eye care professional finds a cloudy lens, you may not need cloudy lens surgery for several years. In fact, you might never need cloudy lens surgery. By having your vision tested regularly, you and your eye care professional can discuss if and when you might need treatment. If you choose surgery, your eye care professional may refer you to a specialist to remove the cloudy lens. If you have cloudy lens in both eyes that require surgery, the surgery will be performed on each eye at separate times, usually four to eight weeks apart. Many people who need cloudy lens surgery also have other eye conditions, such as age-related macular degeneration or glaucoma. If you have other eye conditions in addition to cloudy lens, talk with your doctor. Learn about the risks, benefits, alternatives, and expected results of cloudy lens surgery.

How is a congenital cloudy lens treated?

If congenital cloudy lenses are mild and do not affect vision, they may not need to be treated, especially if they are in both eyes. Moderate to severe cloudy lenses that affect vision, or a cloudy lens that is in only one eye, will need to be treated with cloudy lens removal surgery. In most (noncongenital) cloudy lens surgeries, an artificial intraocular lens (IOL) is inserted into the eye. The use of IOLs in infants is controversial. Without an IOL, the infant will need to wear a contact lens. Patching to force the child to use the weaker eye is often needed to prevent amblyopia.

Is cloudy lens surgery effective?

Cloudy lens removal is one of the most common operations performed in the United States. It also is one of the safest and most effective types

of surgery. In about 90 percent of cases, people who have cloudy lens surgery have better vision afterward.

What are the risks of cloudy lens surgery?

Early diagnosis and treatment are key to preventing permanent vision problems. As with any surgery, cloudy lens surgery poses risks, such as infection and bleeding. Before cloudy lens surgery, your doctor may ask you to temporarily stop taking certain medications that increase the risk of bleeding during surgery. After surgery, you must keep your eye clean, wash your hands before touching your eye, and use the prescribed medications to help minimize the risk of infection. Serious infection can result in loss of vision. Cloudy lens surgery slightly increases your risk of retinal detachment. Other eye disorders, such as high myopia (nearsightedness), can further increase your risk of retinal detachment after cloudy lens surgery. One sign of a retinal detachment is a sudden increase in flashes or floaters. Floaters are little "cobwebs" or specks that seem to float about in your field of vision. If you notice a sudden increase in floaters or flashes, see an eye care professional immediately. A retinal detachment is a medical emergency. If necessary, go to an emergency service or hospital. Your eye must be examined by an eye surgeon as soon as possible. A retinal detachment causes no pain. Early treatment for retinal detachment often can prevent permanent loss of vision. The sooner you get treatment, the more likely you will regain good vision. Even if you are treated promptly, some vision may be lost. Talk to your eye care professional about these risks. Make sure cloudy lens surgery is right for you.

When to contact a medical professional

Call for an appointment with your health care provider if you have: decreased night vision, problems with glare, or vision loss.

How can I prevent cloudy lenses?

The best prevention involves controlling diseases that increase the risk of a cloudy lens, and avoiding exposure to factors known to promote cloudy lens formation. Wearing sunglasses and a hat with a brim when you are outside during the day can reduce the amount of ultraviolet (UV) light your eyes are exposed to. Some sunglasses do not filter out the harmful UV. An optician should be able to tell you which sunglasses filter out the most UV. For patients who smoke cigarettes,

quitting will decrease the risk of cloudy lenses. Researchers also believe good nutrition can help reduce the risk of age-related cloudy lenses. They recommend eating green leafy vegetables, fruit, and other foods with antioxidants. If you are age 60 or older, you should have a comprehensive dilated eye exam at least once every two years. In addition to cloudy lens, your eye care professional can check for signs of age-related macular degeneration, glaucoma, and other vision disorders. Early treatment for many eye diseases may save your sight

Summary

A cloudy lens is a clouding of the eye's lens and is the leading cause of blindness worldwide, and the leading cause of vision loss in the United States. Cloudy lens can occur at any age due to a variety of causes, and can be present at birth. Although treatment for the removal of a cloudy lens is widely available, access barriers such as insurance coverage, treatment costs, patient choice, or lack of awareness prevent many people from receiving the proper treatment. An estimated 20.5 million (17.2%) Americans 40 years and older have a cloudy lens in one or both eyes, and 6.1 million (5.1%) have had their lens removed operatively. The total number of people who have cloudy lenses is estimated to increase to 30.1 million by 2020.

Information was derived from the U.S. Government National Institutes of Health, the National Eye Institute and the Centers for Disease Control and Prevention.

20/20/20
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20 MILLION BLIND
CHILDREN AND ADULTS

Yes, I want to give the blind a chance to see...

- ☐ \$300 to provide a full surgery
- ☐ \$150 to provide half a surgery
- ☐ \$75 for anesthesia
- ☐ \$_____ Any amount will help



- ☐ If you prefer to charge your gift to a credit card, please check here and see other side.

*A \$300 donation
makes you a Founding Donor!*

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(Please allow 8 weeks to be removed from our mailing list.
Thanks for your patience as we process your request.)

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20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS

One donation from you
can restore the eyesight
of a blind child or adult.

~~(And we'll never ask
for another.)~~

Dear Ms.

Just think if you were born into a poor family, living in a mud hut, in one of the poorest countries in the world.

And you are completely blind. In both eyes. Since birth.

I recently met a 5-year-old boy who had been born into this horrific situation.

We met at a small hospital in rural Ethiopia where we were helping hundreds of children who needed free cleft surgery. As the co-founder and former CEO of Smile Train, my team and I helped 700,000 children undergo surgery they would otherwise never have received.

But there was nothing I could do to help this 5-year-old boy.

That broke my heart.

I watched him being led around by his friend and his future was as bleak as the look on his face. When I returned to the U.S., the pictures that I took really haunted me. So I did some research and what I learned was shocking.

There are 40 million blind children and adults in the world. Half of them could see tomorrow if they received a simple surgery that costs just \$300.

Yes, I know this sounds like it cannot possibly be true. But it is.

20 million children and adults are blind because they are too poor to afford a simple 15-minute surgery. So they remain blind. For life. They're called the "needlessly blind." What a wretched name.

My second reaction was, that's not a surgery — that is a miracle!

A 15-minute surgery that can restore the eyesight of someone who is completely blind is a modern-day, medical miracle.

So why haven't all of these blind children and adults been helped already?

This answer is also unbelievable. Today, in developing countries, 20 million children and adults remain blind *solely because they are too poor to afford the \$300 miracle surgery that could restore their eyesight.*

So they will remain blind. Forever.

Unless someone helps them.

You can be that someone.

That's why we created 20/20/20.

To restore the eyesight of 20 million children and adults.

To give each one of them back not just their vision — but their future.

And a 2nd chance at life that they never thought they'd get. But we can't do it without your help.

Visit our web site at 20x20x20.org to make a secure donation online.
Enclosed is my check payable to 20/20/20. If you prefer, we accept:
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20/20/20 sometimes allows other worthy organizations to mail to our donors. If you do not wish to receive these mailings, or if you would like to change the frequency of mailings from us, let us know. We are happy to respect your wishes. 20/20/20 is a WonderWork charity program. WonderWork is a 501 (c) (3) nonprofit charitable organization recognized by the IRS. All donations are tax deductible in accordance with the law.

20/20/20
RESTORING THE EYESIGHT OF
20 MILLION BLIND
CHILDREN AND ADULTS

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Washington, DC 20090-6669
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We're a new charity program and we receive no money from the government or big foundations and corporations.

Every life-changing surgery we provide is paid for with donations from generous individuals like you.

YOU can make a miracle happen for a blind child or a blind adult.

YOU can save someone from a lifetime of blindness.

Will you please help us?

100% of your donation will go towards programs — 0% goes to overhead or fundraising.

The impact of even a modest donation can be enormous.

Imagine what you would pay to save your child from a lifetime of blindness.

Imagine what this surgery means to these children and their parents. It means the world — and it costs so little.

To thank you for helping us, I will send you a photo of a child you helped.

I promise those photos will open your eyes too.

Thanks for helping us help these kids.


Brian Mullaney
Co-Founder



*Thanks for
helping us!*

P.S. Would you honor us by becoming a Founding Donor? All it takes is a \$300 donation. I'll send you a certificate of appreciation and when we're helping millions of blind children and adults a year, you'll be proud you helped us get started.

P.P.S. 20/20/20 is a WonderWork charity program, which means we share our office space, personnel and computers with other charity programs to keep our overhead expenses very, very low.